

NOMINATIONS OF WILLIAM S. GINSBERG, RICH-
ARD T. MOORE, JESSE L. WHITE, JR., AND
EUGENE S. WITHERSPOON

Y4. P 96/10:

S. HRG. 103-469 JG

BEFORE THE
COMMITTEE ON
ENVIRONMENT AND PUBLIC WORKS
UNITED STATES SENATE
ONE HUNDRED THIRD CONGRESS

SECOND SESSION

ON

THE NOMINATIONS OF WILLIAM S. GINSBERG, TO BE ASSISTANT SEC-
RETARY OF COMMERCE; RICHARD T. MOORE, TO BE ASSOCIATE DI-
RECTOR, FEDERAL EMERGENCY MANAGEMENT AGENCY; JESSE L.
WHITE, JR., TO BE FEDERAL COCHAIRMAN, APPALACHIAN REGIONAL
COMMISSION; AND EUGENE S. WITHERSPOON, TO BE A MEMBER AND
PRESIDENT, MISSISSIPPI RIVER COMMISSION

FEBRUARY 4, 1994

Printed for the use of the Committee on Environment and Public Works



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NOMINATIONS OF WILLIAM W. GINSBERG, RICHARD THOMAS MOORE, JESSE L. WHITE, JR., AND BRIGADIER GENERAL EUGENE S. WITHERSPOON

FRIDAY, FEBRUARY 4, 1994

U.S. SENATE,
COMMITTEE ON ENVIRONMENT AND PUBLIC WORKS,
Washington, DC.

The committee met, pursuant to notice, at 10:08 a.m. in room SD-406, Dirksen Senate Office Building, Hon. Max Baucus (chairman of the committee) presiding.

Present: Senators Baucus, Lieberman, Chafee, Warner, and Faircloth.

OPENING STATEMENT OF HON. MAX BAUCUS, U.S. SENATOR FROM THE STATE OF MONTANA

Senator BAUCUS. The Committee will come to order.

The Committee on Environment and Public Works welcomes all the nominees. We have four nominations that the President submitted. First, Mr. William Ginsberg is nominated to be the Administrator of the Economic Development Administration; Richard Thomas Moore, Associate Director, Mitigation Directorate, a new idea of the Federal Emergency Management Agency; Jesse White, nominated to be Federal Co-Chairman of the Appalachian Regional Commission; and Brigadier General Eugene Witherspoon nominated to be a member and President of the Mississippi River Commission.

I welcome each of the nominees. You come very highly recommended. I read the résumés of your experience and background. I would also like to take this opportunity to recognize the Director of FEMA, Mr. James Lee Witt, who is here today. I commend you and your personnel, Mr. Witt, for the tremendous actions you have taken in the immediate response and follow-up in the California earthquake. Senator Feinstein and Senator Boxer have repeatedly told me how impressed they are; in fact, each of them made that well known at a Democratic luncheon last Tuesday. I am sure had they been Republicans, they would have made the same statement at the Republican luncheon. But the fact is we heard them and I must tell you, and I am not exaggerating at all, they were very high in their praise of FEMA. You should know that their efforts have been noticed and appreciated. We're very grateful for your work.

Mr. Ginsberg, I will start with you. I'll give a brief statement with respect to each of you, and then Senator Kerry I am sure would like to follow up and make introduction with respect to Mr. Moore.

Mr. Ginsberg has extensive experience with public-private joint ventures, experience that will be valuable at the Economic Development Administration. He has worked hard to bring new economic development opportunities to inner-cities, and I am confident that he will bring excellent innovative leadership to the EDA.

Mr. Ginsberg has led one of the most successful efforts in the Nation to revitalize inner-city areas with high technology, research, and development. The company he led brought to the city of New Haven the largest new manufacturing facility built in an inner-city location in Connecticut since the Second World War.

EDA is tasked with providing assistance to economically distressed urban and rural areas of the country. Extremely vital mission, particularly as this country's structural unemployment has come to the fore with changes in the post-Cold War era. Many areas of the United States do not have diversified economies and are highly susceptible to dramatic changes in employment levels. In fact, I must say this has been the case in many distressed communities in my home State of Montana, and EDA has been of valuable assistance and Montanans appreciate that. Work force reductions in both the mining industry and the timber industry have created staggering unemployment in many areas of Montana. These communities need help to get back on their feet in order to attract new industries and create jobs. Support of EDA modest investments in economic development projects can pay big dividends.

Mr. Moore has earned numerous awards and honors as a member of the Massachusetts House of Representatives where he has served since 1977. Through his service in the State legislature, Mr. Moore is well-versed, obviously, in public policy issues and, more particularly, in public safety issues, and is similarly knowledgeable with respect to emergency management.

The position of Associate Director for Mitigation is a newly created and most needed position within FEMA. The position has been created to reflect the administration's focus on hazard mitigation, efforts which are very important if we are going to reduce the remedial costs and the cleanup costs that an ounce of prevention still does a pound of cure.

As we witnessed with this summer's floods and with the recent California earthquake, disasters in this country are becoming increasingly expensive. So I welcome FEMA's work to develop a national strategy on mitigation. Through effective mitigation efforts at the State level, we can work to lessen these tremendous costs in both life and property.

Jesse White is extremely important this morning. The Appalachian Regional Commission was created to alleviate poverty in depressed areas of the Appalachian region. The Commission works with Federal, State, and local officials to develop economic and social fiscal programs. For many years Doctor Jesse White has studied and addressed issues regarding economic development in the South. For eight years he has served as executive director of the Southern Growth Policies Board, and most recently was a consult-

ant to the Commission on the Future of the South. Doctor White's familiarity and experience with southern economic issues make him very well qualified to be co-chairman of the Appalachian Regional Commission.

General Witherspoon has thirty-two years of experience as an Army Engineer. He presently serves as Commander of the Lower Mississippi Valley Division of the Army Corps of Engineers. By statute, the commander of this division is to be a member of the Mississippi River Commission.

I have worked with General Witherspoon in the past on a number of Corps issues very important to northeastern Montana, in particular, and I found him to be very responsive and knowledgeable about the needs of the western States. I am confident of his ability to effectively carry out his new duties with a slightly different geographic focus.

I look forward to hearing from all of you. I have examined all of your qualifications and find this to be a highly qualified panel of nominees.

I would ask that unanimous consent for the following be included in the record. First, a statement by Senator Dodd in support of Mr. Ginsberg; letters of support for Mr. Moore from Congressmen Frank and Markey. I might say that Senator Kennedy had planned to be here this morning but his duties on the floor prevent him from being here; I know otherwise he would be here. Also a statement in support of Doctor White from Congressman Price. Senator Lieberman also very much hoped to be here this morning but he, too, is detained on the floor. I have a statement from him and I know he very enthusiastically supports you, Mr. Ginsberg, in your nomination. Also included is a statement in support of Doctor Jesse White from Senator Cochran.

[The statements referred to appear at appropriate places in the record. See table of contents.]

Now I would like to turn to Senator Kerry who I believe has an introductory statement.

STATEMENT OF HON. JOHN F. KERRY, U.S. SENATOR FROM THE STATE OF MASSACHUSETTS

Senator KERRY. Mr. Chairman, thank you very much. I would just ask unanimous consent that my formal remarks be placed in the record.

Senator BAUCUS. Without objection.

[Senator Kerry's statement follows:]

STATEMENT OF HON. JOHN KERRY, U.S. SENATOR FROM THE STATE OF MASSACHUSETTS

Mr. Chairman and members of the committee, I am pleased to be here today to introduce an old friend from Massachusetts, Richard Moore.

Dick has a long and distinguished career in government service with twenty-five years of leadership at the state and local level. Dick served nine terms in the Massachusetts State Legislature where, in addition to serving over the years on more than a dozen commissions, he was chairman of the Election Laws Committee and a member of the Rules Committee.

Over the years, Dick has focused on solving state and local government problems of many varieties ranging from infrastructure, emergency management and public safety to finance, taxation and budgets. This knowledge will prove extremely valuable for the job that lies ahead as FEMA's Associate Director for Mitigation.

Yesterday, the House voted on an \$8.6 billion emergency supplemental for earthquake relief, the latest addition to a total of \$21 billion dollars that the Federal Government has spent on disaster assistance over the past 10 years. Costs for disasters are sky-rocketing, and while I believe that Congress should act compassionately under these circumstances, it is clear that Congress has to develop a strategy to address and fund disaster assistance.

This upwardly spiraling Federal financial burden has concerned me for years, and is a principal reason why I have been pushing, and will continue to fight, to reform the National Flood Insurance Program (NFIP); a program created specifically to reduce Federal costs for disaster assistance but which now finds itself borrowing from the Treasury to pay off claims from last summer's midwest flood. NFIP reform is essential to any national strategy to improve disaster response and lower costs for assistance.

But we need to do more than simply react after the disasters occur. We need to act beforehand to limit the impact of disasters; we need better emergency preparedness, better evacuation plans, and better building codes. But we also need to revamp our current efforts to guarantee that we do not repeat mistakes and actually increase future losses. In short, we need to emphasize hazard mitigation.

Last October, FEMA unveiled an ambitious reorganization plan under the leadership of its energetic new director, James Lee Witt. In a significant departure from past FEMA priorities, this new structure recognizes the need for mitigation by creating a mitigation directorate. This new post is charged with the mission of developing a national mitigation strategy—a strategy to provide the type of disaster assistance we all deserve, one that works and one that we can afford.

I have some concerns as to how this new mitigation directorate will fit within FEMA—particularly how this directorate will coordinate mitigation activities with the flood insurance program.

But I am completely confident that President Clinton, in nominating Dick Moore, has selected a superb professional to join Director Witt in implementing this important initiative at FEMA.

Senator KERRY. Mr. Chairman, let me just say first of all, that Senator Kennedy is on the floor, we had a vote. I know he did want to be here; in fact, I thought he was coming but I think the movement of amendments has suddenly kept him there, and I know my colleague, Dick Moore understands that.

I would like to join in also congratulating Director Witt for a tremendous job. FEMA has been under enormous scrutiny and attack in the last years. I think we can say that there has been tremendous new energy brought to it. And that is part of the reason why I am so excited about Dick Moore's appointment to this new Directorate for Mitigation.

I first got to know Richard back when I was running for lieutenant governor and then when I served as lieutenant governor, he was in the House. He has had a remarkable career in public service, Mr. Chairman, and comes to this new job with all of the skills that this particular new job demands. He has had about 25 years of public experience ranging from chairmanships of his board of selectmen, ratified several times over by being reelected three or four years successively. He has been chairman of a number of different commissions as well as served on a host of commissions in Massachusetts. He has been an extraordinary legislator, gaining knowledge in infrastructure, finance, taxation.

To me, the most important thing I would like to call to the Committee's attention is what all of these years of service and the support and respect of his peers really means. He is being asked to undertake the defining role of the new directorate and one that is extremely important in the context of what is happening in this country. We have just seen the House of Representatives pass an \$8.6 billion Earthquake Relief Fund yesterday. We have had \$21 billion spent in the last 10 years on disaster relief. I have been struggling

to move out of the Banking Committee a flood insurance reform bill and I have worked with Director Witt and Dick Moore on this. A significant component of that bill is mitigation.

A great deal of what happened with the Mississippi floods is the consequence of bad choices that we've made, of codes that aren't up to snuff, of locations that have been permitted to be built on that shouldn't be, and of steps that have not been taken with respect to potential of avoiding disaster. And whether it is fires and how we build homes in California, or whether it is the sufficiency of our roads or our buildings with respect to earthquakes, or indeed where we permit development to take place with respect to known flooding areas and erosion areas, there is an enormous amount that we can do to diminish the need of the taxpayers to bail people out for known disasters or absolutely anticipatable disasters.

I think Richard is the perfect person to listen to the local communities, to understand the demands of local politics and local concerns while simultaneously having a larger vision about how we can embrace this kind of a policy at the national level. So I really commend President Clinton for this nomination and Director Witt for putting this good Massachusetts experienced public servant to work. I think we are all going to be well served and see this difficult to define role well defined and, indeed, all of us well served by virtue of that. I commend him to the Committee.

Senator BAUCUS. Thank you very much, Senator Kerry. I think it is true that this country has begun to realize that we need to spend a little more time and attention on mitigation and prevention. I commend you for your efforts in the Banking Committee. There are other members of the House and Senate working with you in developing ways to address this problem. I know there have been several efforts at buyouts. For people who live in flood plains, for example, it makes a lot of sense. I am not so sure we could afford a buyout for those who live on seismic faults, but nevertheless an effort to mitigate makes a lot of sense.

Senator Warner.

Senator WARNER. Mr. Chairman, I thank you. I wonder if I could have a word with my two distinguished colleagues here. We thank the Senator for coming to present your constituent.

Let me give you a little example. My State, thank the dear Lord, is spared by and large from major disasters. Occasionally we have tornadoes touch down. We had one last year that struck a community called Petersburg. Senator Robb and I went down and visited and saw with our own eyes the damage. And yesterday, by pure coincidence, I met the city manager of Petersburg. Let me share with both of you and our nominee today a poignant question this city manager put to me.

The residents of Petersburg got very little Federal assistance. By and large, they reached into their own pockets to rebuild their houses, their storefronts, and the like. Fortunately, it was only minimal loss of life but it was grieved in the community. And they read about billions going to California to restore the damage of this tragic earthquake that caused terrible hardship to people. But the question they put to me is, how many times does an American taxpayer pay for the rebuilding of a bridge or an overpass or a facility where that thing is constantly plagued by earthquakes? Is there

not a point at which the American taxpayers say, "Look, Mother Nature being what it is, we cannot continue to invest in replacing things that Mother Nature can tear down no matter how skillful the engineers and the architects may be in trying to stop it."

And the second fundamental question while we rebuild major areas of these places that are devastated by earthquakes and the like is, how do we allocate the money? The folks down in Petersburg individually suffered just as great a loss as the folks in these other areas but for some reason we were not able to get Federal assistance for their small houses; yet houses in other regions presumably are going to receive some type of assistance. How do we allocate these funds in an equitable manner? Our hearts go out when we see a major problem as in California. But believe me, those folks down in my small historic community of Petersburg are just as devastated.

I have got to probe those fundamental issues. I listened carefully to what you were saying, Senator Kerry, and I judge that those same two issues are in your mind; am I not correct?

Senator KERRY. Absolutely correct, Senator. We have enormous sums of money, all our taxpayers are contributing to these predictable——

Senator WARNER. That's the key word, predictable. At some point in time they tend to repeat themselves. Now how many times do we rebuild a freeway and an overpass?

Senator BAUCUS. Particularly in a very sensitive, vulnerable area.

Senator WARNER. Yes.

Senator BAUCUS. There are other factors, too; and that is of the supplemental that the House recently passed, \$1.4 billion of that comes out of the Highway Trust Fund, not to be replenished. So the trust fund is continually coming down the more we take money from it to rebuild bridges. I don't know if very many Members in Congress have focused on that. That is money that is no longer available for general highway needs around the country.

Senator WARNER. There was an Air Force base in Florida that this country rebuilt three times following hurricanes. Eventually it was closed by the Base Closure Commission. We have got to stop and think, Mother Nature has pointed to certain areas of this beautiful Nation of ours where from time to time havoc is wreaked. Beaches along Virginia, I have cautioned about rebuilding these houses and expecting us to come back after these hurricanes and find the money to do the dredging and replenish the sand and the like.

Senator KERRY. Senator, I couldn't agree with you more. In fact, of those houses in the flood plain today, we have only about 19 percent in this country that are actually purchasing the insurance they are supposed to have under the law. That is because both the banks and the realtors have really been negligent in the process of enforcement, which is what we're trying to address here. The fund just borrowed \$100 million two days ago because the flood insurance fund is now out of money as a consequence of the lack of participation. So it is a basic fiscal issue as well as I think a resource protection issue, and I think we ought to be able to build a very strong coalition in the Senate for response this year.

Senator BAUCUS. There is a real need here. In addition, I might add that this also occurs in a farm community; disaster assistance payments, on the one hand, and crop insurance on the other. That's an issue that has never been resolved. I think it is about time we decide what we're going to pay, we have a disaster program and an insurance program. Off the top of my head, my view is some money should be set aside for a disaster fund of some kind. That in some way addresses the budget problem we all have here, too.

Senator WARNER. I intend to probe these two issues, Mr. Chairman, to determine to the extent my colleagues share my concern. Congress has the power of taxation. Taking those funds and knowingly going into areas where we see the same disasters repeated over and over, I am wondering if we're doing the right thing.

Senator KERRY. Mr. Chairman and Senator Warner, I am glad to commend Dick Moore to you to answer all those questions. [Laughter.]

Senator WARNER. As I often say, pat him on his back and say he is on his own now. [Laughter.]

Senator BAUCUS. Thank you very much, Senator Kerry.

Senator KERRY. Thank you.

Senator BAUCUS. I thank you, Senator Warner.

Senator WARNER. Thank you.

Senator BAUCUS. Turning to the nominees. First, Mr. Ginsberg, before I begin, I believe your wife is here. Do you want to introduce your wife and any other family that might be here?

Mr. GINSBERG. My wife, Ellen Ginsberg.

Senator BAUCUS. Ellen, would you stand. Good. Thank you very much.

Okay, Mr. Ginsberg, why don't you proceed with any statement you might have. I might say to each of you that your full statements will be included in the record.

Senator Boxer is unable to attend today's hearing and has submitted a statement for inclusion in the record. Without objection, that will be done.

[Senator Boxer's statement follows:]

STATEMENT OF HON. BARBARA BOXER, U.S. SENATOR FROM THE STATE OF CALIFORNIA

Thank you Mr. Chairman for calling this hearing to examine the nominations of these candidates. I am glad to have the chance to hear their thoughts on several important issues before we consider recommending their nominations to the full Senate.

I am particularly interested in two of this morning's nominees. Mr. Ginsberg and Mr. Moore have each been nominated to posts that will play key roles in California's recovery from the recent, and tragic, earthquake that hit the Los Angeles area, and the recession that continues to hit my entire state.

If confirmed, Mr. Ginsberg's duties with the Economic Development Administration will include getting the Conversion Clearinghouse up and running. I have worked hard with Commerce Secretary Brown over the past year to establish a computerized information center to help the defense industry convert to civilian production. I believe that this conversion is crucial to California's economic future. I look forward to hearing Mr. Ginsberg's thought as to how the Conversion Clearinghouse can best be made a reality.

Mr. Moore, if confirmed will have to take charge of FEMA's efforts to develop a national hazards mitigation strategy. As the devastating earthquake in Los Angeles demonstrates, we need stronger building codes so that our cities and infrastructure can better withstand the earthquakes, fires, floods and hurricanes that have recently caused so much destruction to my state and the nation. We must take these

strong steps because natural disasters will continue to be a part of our future. I look forward to hearing Mr. Moore's views as to how hazard mitigation will help reduce the impact of future diseases.

Thank you again Mr. Chairman for calling this hearing.

STATEMENT OF WILLIAM W. GINSBERG, NOMINEE FOR ASSISTANT SECRETARY OF COMMERCE

Mr. GINSBERG. Thank you, Chairman Baucus, Senator Warner. Distinguished Members of the United States Senate Committee on Environment and Public Works, I am William W. Ginsberg. I appear before you this morning as President Clinton's nominee for the position of Assistant Secretary for Economic Development in the U.S. Department of Commerce. I am deeply honored both by the President's nomination and by the opportunity to appear before this Committee today to seek confirmation by the United States Senate to this important position.

During the first year of the Clinton Administration, Commerce Secretary Brown has articulated a new partnership between the Federal Government and the civilian business sector which is at the heart of President Clinton's fundamental goal of restoring America's prosperity and global economic leadership. Through this new partnership, the Commerce Department is promoting the ability of innovative, high-growth companies to compete successfully in the global marketplace.

For America's distressed rural and urban communities, this Government-industry partnership represents I believe an historic opportunity to build a new economic base of globally competitive high-growth companies. To me, this is the challenge facing EDA today; to enable distressed communities in this country to seize this historic opportunity to build a new competitive economic base.

This challenge will not be met easily; there are many obstacles. We must address the fundamental reality that America's most globally competitive companies and industries have for the last generation clustered in the suburban rings around our major cities, away from America's distressed urban and rural areas. We must assist those communities which have relied on military bases and defense industries for economic growth and which are today facing the challenge of defense conversion. We must continue to address the basic infrastructure needs in our distressed communities as a critical enabler of economic development. I believe these needs will only multiply as these communities seek to create a 21st century technology infrastructure which will be so important to competitiveness in the future. We must recognize too, a concern which I know is evident in this Committee, the need to promote economic development that sustains rather than depletes the natural resources on which it is based.

These are the challenges facing our distressed communities, these are the challenges facing EDA. EDA can and must play the lead role in finding new ways to assist local communities to meet and surmount these challenges.

I come to these challenges with a perspective which has been shaped by my experiences. For almost ten years, I have lived and worked in New Haven, Connecticut, which is an older city fiercely proud of its history and desperately searching for a new economy to replace its eroded manufacturing base. For four years, I served

as New Haven's chief economic development official with broad authority over all economic development matters of city government.

For more than five years since, I have served as chief executive officer of a not-for-profit corporation, Science Park Development Corporation, which is developing the Science Park in New Haven. SPDC, that's the corporation I run, was created in 1981 and has been sponsored since by a unique consortium of government, academic, and industry institutions, including Yale University, Olin Corporation, the State of Connecticut, and the City of New Haven.

We have developed one of the largest incubators for new technology-based business in the U.S. at the historic inner-city Winchester manufacturing site. This is a site which had housed an employment population of 20,000 people four decades ago which had shrunk to approximately 1,000 in the early 1980s when Science Park was founded. Today our site is reborn with approximately \$50 million in public and private investment occurring in the 1992-1994 period, with almost 100 new companies, including some of the most technologically advanced companies in the State of Connecticut, and with an increase in employment at the site already to approximately 2,000.

At Science Park, I have worked in what I like to call the "trenches" of economic development. We bring Yale faculty together with entrepreneurs and investors. We bring entrepreneurs together with investors and with business and technology development service providers. We bring community groups and inner-city residents together with employers. We bring larger companies together with public economic development officials.

This work taken as a whole is creating fundamental economic change because we have built I believe on a solid strategic foundation. Our economic development strategy has been based on the local and indigenous strengths that are already in the community. We have focused our efforts on the most innovative, forward-looking, high-growth potential economic activity. We have pushed the major public and private institutions in our community to play new roles. We have worked with the schools, we have worked with the local job training institutions to create a shared vision of the skills that the people of New Haven will need in the future. We have made efforts to be inclusive of every sector of the community, and we have gotten all the sectors of the community to acknowledge the long-term nature of even the most successful economic development efforts.

Today, the fruits of all of this are being seen in New Haven. A visitor to Science Park today is confronted by the powerful image of such world-renowned names as Yale, Kodak, and Winchester and their new globally competitive, state-of-the-art technology development operations in the heart of the inner city.

It is in helping to build this kind of economic hope and a new economic base of globally competitive companies that EDA can help to restore hope for the future in economically distressed areas. In doing so, EDA will restore economic development to what I believe is its rightful place among the tools by which the Federal Government can help to fight crime and other terrible social problems which result from a lack of economic opportunity and are so destructive to so many of our nation's communities.

If confirmed, my goal at EDA will be to build an agency which can assume this terribly important responsibility. In all of our activities, we will pursue this goal with a focus on what I think are certain fundamental principles of public economic development: (1) that the underlying economic activity needed for true economic development will come from high-growth companies, (2) that distressed communities often have indigenous assets which have real value for economic development purposes, and (3) that public leadership can inspire the dynamics of basic economic change which would not otherwise occur.

I would be honored beyond measure, Mr. Chairman, to have the opportunity to work with this Committee to shape EDA into such an agency and to help this Nation's economically distressed communities seize the opportunities which exist at this moment in our history.

Thank you very much.

Senator BAUCUS. Thank you, Mr. Ginsberg.

Senator WARNER. Could I just congratulate Mr. Ginsberg on that statement. I do so because my brother, now retired from Federal service, in one of his assignments served in that capacity just one notch or two below you. Through him, I learned a lot about that particular division of the Commerce Department. Listening to you today living up to the challenge and the potential that department has to help other people and particularly our economy. I congratulate you for a beautifully prepared statement.

Mr. GINSBERG. Thank you, Senator. I appreciate that very much.

Senator BAUCUS. Thank you, Senator.

Mr. Moore, your statement?

STATEMENT OF RICHARD THOMAS MOORE, NOMINEE FOR ASSOCIATE DIRECTOR, FEDERAL EMERGENCY MANAGEMENT AGENCY

Mr. MOORE. Thank you, Mr. Chairman. Before I begin, I also would like to introduce my wife, seated behind me this morning.

Senator BAUCUS. Thank you.

Mr. MOORE. Mr. Chairman and Senator Warner, thank you for the opportunity to appear before you today as you consider my nomination by the President to serve as Associate Director of the Federal Emergency Management Agency with responsibility for the Mitigation Directorate, a newly established administrative directorate within the agency.

As you are no doubt aware, the Mitigation Directorate was established as a result of the reorganization of the Federal Emergency Management Agency along functional lines by the Clinton Administration based on the Vice President's National Performance Review. Mitigation is an essential component of a comprehensive approach to emergency management, along with preparedness, response, and recovery.

A priority established by Director Witt for FEMA is to make hazard mitigation the foundation of the national emergency management system. By "mitigation", we mean those actions that are taken to reduce or eliminate repetitive losses of life, injury, and property damage over the long-term from future natural disasters.

The Congress, with exemplary leadership from this Committee, has taken a significant step toward realization of a mitigation policy by expanding section 404 of the Stafford Act. By providing substantial funding to implement the buyout and relocation of those who in harm's way in the flood prone region of the Midwest; and in future disasters, you have enabled FEMA to promote mitigation more effectively.

If events such as the Midwest floods or the California earthquake have silver linings, first, they continue to demonstrate the generosity and compassion of the American people as neighbor helps neighbor and as all citizens support the relief effort. Second, they offer dramatic opportunities to learn how we can, through mitigation, make our homes, workplaces, and communities safer from the effects of natural hazards in the future.

One of the lessons learned from the Midwest floods of last year is that the job of packaging mitigation assistance is a very complicated process due to the disjointed nature of numerous Federal programs with different rules regarding how those funds and services can be used, by whom, and under what conditions. As a consequence, these programs may be limited in their usefulness in a combined, coordinated, and cost-effective Federal campaign.

Consequently, a primary focus of my role as FEMA's Associate Director for Mitigation will, if confirmed, be to guide the development of a national mitigation strategy which coordinates and streamlines Federal mitigation programs to improve the delivery of assistance, yet which involves the States and localities in setting mitigation priorities. Such a national mitigation strategy is essential if we are to succeed in making mitigation the cornerstone of a new emergency management system in our country. As FEMA moves forward into the 21st century, we can expect to work closely with Congress and with the States, whom we serve, to create such a coordinated and flexible system.

Director Witt and I are both committed to the premise that much greater emphasis needs to be placed on the avoidance of damages caused by natural disasters. We believe that a basic mission of FEMA must be to reduce damage costs instead of simply cleaning up after the event occurs. Toward that end, we are grateful for the interest of Congress and the American people in cost-effective measures to reduce long-term vulnerability of our communities to natural disaster, for that is the essence of the concept of mitigation.

As I have indicated, the key to effective implementation of any national mitigation strategy is the participation, even partnership, of our State and local governments. It is, after all, these levels of government which have the authority to put our national mitigation strategy into place and to make it succeed. Director Witt, with his extensive experience in State and local government, has recognized this key fact and has incorporated it as a significant part of FEMA's mission.

Under the leadership of President Clinton and Director Witt, FEMA has truly emerged as an agency of "people helping people". My responsibility at FEMA, if confirmed, will be to work with other Federal agencies, State and local government, volunteer organizations, and the private sector to help people help themselves. Together with the guidance and support of the Congress, we will

strive to make America a safer place through mitigation, thereby reducing or eliminating the repetitive damage and suffering resulting from natural disasters. At the same time, we can save scarce dollars through mitigation over the long term, and we can ease the human and social costs of disasters—the people injured and killed, livelihoods interrupted or permanently disrupted, and homes and communities destroyed.

Mitigation needs to become a priority for all Americans and throughout all levels of Government. Federal, State, and local jurisdictions need to continue to come together in an attempt to reduce the overwhelming financial and personal costs of disaster response and recovery that has been witnessed in recent years.

While great strides have been made in recent years, the limited success that the Federal Government has had in encouraging individuals and communities to apply cost-effective mitigation strategies is a real issue that needs to be addressed if we, as a Nation, are to apply the lessons learned from recent disasters and bring the high costs and personal devastation of all types of disaster under control. It is my hope and expectation that we can structure the public participation process that will lead to the development of our new national mitigation strategy in such a way that our goal of broad public support and acceptance of mitigation can be realized.

I am excited about the opportunity and the challenge to work with Congress as part of our dynamic new team at FEMA to find solutions to these critical public policy concerns. I am especially grateful as well for the confidence in me shown by the President and Director Witt in my ability and experience, and I am hopeful that your Committee will concur in that assessment.

Thank you.

Senator BAUCUS. Thank you very much, Mr. Moore.

Mr. White.

STATEMENT OF JESSE L. WHITE, JR., NOMINEE TO BE FEDERAL COCHAIRMAN, APPALACHIAN REGIONAL COMMISSION

Mr. WHITE. Thank you, Mr. Chairman. It is certainly an honor to be nominated by the President for the position of Federal Co-Chairman of the Appalachian Regional Commission. And I would also like to thank this Committee for the good work it has done for so many years for the people of Appalachia and, indeed, for the Nation. I am aware of your work, in part, because of my four years up here on the Hill in the late 1970s, serving on the staff of Senator John Stennis. It is good to be back.

The goal of ARC has always held special meaning for me. Having been born and raised in our poorest State, Mississippi, I have seen the ravages of underdevelopment on the lives of thousands of our fellow Americans. I have also come to believe that in many of these areas the fiscal capacity of State and local government is so limited that targeted Federal assistance is absolutely essential.

One of the special strengths of the ARC is the unique Federal-State partnership. Having worked at both the Federal level and with governors, I understand and am fully committed to that partnership. It has always been one of the unique promises of the ARC

and, if functioning properly, can be its enduring strength on behalf of the people of that region.

The third reason for my enthusiasm about the ARC is its regional approach. This commitment to regionalism arises from my past thirteen years working in the field of economic development. From 1982 to 1990, as you mentioned, Mr. Chairman, I was privileged to head the Southern Growth Policies Board, working with a board of fourteen governors and with legislators and citizen members on regional strategies for economic development. For eighteen months during that time, 1985–1986, then Governor Bill Clinton was chairman of the Southern Growth Policies Board, and it was during his term that we convened the third Commission on the Future of the South and produced the influential report entitled, "Halfway Home and a Long Way to Go".

The views I will bring to the ARC on economic development are well known through my work at the Board and in my writings and speeches. In short, I have argued that we must embrace a new model of economic development to replace the old model of economic growth. Now to share my understanding of the distinction between economic growth, on the one hand, and economic development, on the other, it seems to me that growth deals with increases in economic activity in the short-run, while development refers to the creation of long-term capacity for self-sustaining growth over the long run. And both are essential in Appalachia today because people need jobs and income in the short run, while capacity is being built in the long run. But the point is one cannot be ignored at the expense of the other. And all too often, particularly I think in the history of the South, we have concentrated on simple job growth and too often ignored the harder long-term challenges of investment and development.

The old model of growth was essentially one of industrial recruitment—that is a policy of luring plants and jobs to our communities on the basis of low costs in mass production. Recently, the "buffalo hunt", as many of us called this strategy, has gone global as we now seek industrial locations from Europe and Asia.

And while this policy was successful in industrializing many rural and small town communities, there was a long term price to pay; and that price was becoming painfully evident in the 1980s. An economic revolution was wrought by the overnight globalization of the economy, and an industrial strategy which had been based purely on cost advantages became a bottomless pit when we began to face Third World wages and cost structures. Global labor markets, combined with rapidly increasing factory automation, began a long period of stagnation or decline for many rural and small town areas.

The new economy that emerged was characterized by profound global competition and by the dizzying influence of technology. The education and skill of labor replaced the simple cost of labor as paramount; the proximity of corporations to research universities and communications centers became crucial; international airports and telecommunications became a part of the new infrastructure for growth; and global knowledge and sophistication began to determine winners and losers.

We gradually awoke to discover the weaknesses in our old model of growth and led us to embrace a new model of development for the 21st century. The new model is more internal in nature and seeks to build the human, physical, and technological capacity of our communities rather than looking to the outside for jobs and business. The new model calls for drastic improvements in our education system, programs to attack adult functional illiteracy, internalizing our education curriculum, venture and risk capital programs, systems of technology transfer, entrepreneurial training in the public schools, broad based leadership development, international trade promotion, and attention to quality of life. I think it also calls on us to plan strategically at the local and State level and to think and act regionally.

I thank that many of these general problems remain in much of Appalachia; however, I also know that there are some special nuances to the Appalachian region, and I will be anxious to learn about the special problems and promises of Appalachia as I get to know the region better. I do think that once the "pre-development" work is done, such as the water, roads, and other basic infrastructure, we must focus on those elements of a vibrant entrepreneurial economy which I outlined above.

For the past six years or so, and long before he became President, I have ended my speeches with a quote from Bill Clinton which——

Senator CHAFEE. Stick with it. It seems to have worked out all right.

Mr. WHITE. He gave this quote as chairman of the Southern Growth Policies Board in 1986 as he launched the Commission on the Future of the South in a year of hard work. This quote to me seems to summarize what economic development is all about and it reminds me why I choose to labor in this particular vineyard. I would like to quote it for the Committee this morning:

And, finally, let me say that we should never forget why we are doing this. In Hot Springs, Arkansas, twenty-three years ago, as a boy of seventeen, I saw Doctor Martin Luther King make his "I Have a Dream" speech on television. I will never forget one thing he said that now means more to me than anything else. He said that he hoped one day his four little children would be judged not by the color of their skin but by the content of their character. I would like to see the people who live in my State and in my region be judged by the content of their character, but it will never happen until every child, by dint of his or her effort, can get a decent education and a decent nationally competitive set of economic opportunities.

This, it seems to me, should be the goal of all of our development efforts. And if you see fit to confirm me as Federal Co-Chairman of the Appalachian Regional Commission, it will be my guiding principle.

Thank you.

Senator BAUCUS. Thank you, Doctor White. A very comprehensive, provocative statement.

General Witherspoon.

STATEMENT OF BRIG. GEN. EUGENE S. WITHERSPOON, NOMINEE TO BE MEMBER AND PRESIDENT OF THE MISSISSIPPI RIVER COMMISSION

General WITHERSPOON. Mr. Chairman, as you noted, I am currently the Commander and Division Engineer, Lower Mississippi

Valley Division of the U.S. Army Corps of Engineers. I am honored to appear before you as nominee for president and member of the Mississippi River Commission.

Mr. Chairman, I would like to make a brief statement about the Mississippi River Commission, the Mississippi River and Tributaries—MR&T—project, and, finally, my qualifications for the position for which I have been nominated.

The Mississippi River Commission consists of seven members, all of whom are appointed by the President of the United States subject to confirmation by the Senate. Three members are Corps of Engineers officers, one of whom serves as president; one member is from the Coast and Geodetic Survey; and three members are from the civilian sector, two of whom are civil engineers.

From its inception in 1879, the Commission has been charged with the vital task of planning and implementing a program to develop and control the lower Mississippi River. This task continues to be conducted in concert with the myriad of political institutions, individuals, and public entities which have major interests in seeing that the water resources needs and opportunities of the Mississippi Alluvial Valley are evaluated, planned, designed, constructed, and maintained.

The Mississippi River Commission also is responsible for the oversight and management of the Mississippi River and Tributaries project, which was approved initially by the Flood Control Act of May 15, 1928. While the MR&T project covers portions of seven States, it receives water from all or part of thirty-one States and part of two Canadian provinces, or roughly 41 percent of the contiguous United States. Effective planning, design, construction, and operation of the widespread and complex MR&T project have been assisted greatly by the Commission's active consultation with the public, particularly on its semi-annual lower Mississippi River inspection trips, and by the high degree of professionalism that has been developed in its staff.

The MR&T project is truly of national significance. For example, a major flood on the lower Mississippi River would have catastrophic effects on the inhabitants of the Mississippi Valley and the economy of the Nation were it not for the protection provided by the levees and other flood control works throughout the project area. Many have noted that the comprehensive project on the lower river provided for passage of major floods in 1973, 1983, and other years without the extensive damage suffered in the upper river area during the 1993 flood event.

In addition, the navigation features of the project are essential to maintaining the river for shipping import and export commodities between inland ports and world markets. In short, the navigation features of the MR&T project are essential in peace time and vital to our national defense in times of emergency.

In regards to my personal qualifications, I am a 1961 graduate of the United States Military Academy and a 1966 graduate of Arizona State University with a master's degree in civil engineering, hydraulics specifically. In addition, I am a graduate of the Army Command and General Staff College and the Naval War College.

During my 32 years of uniformed service as an Army Engineer, I have commanded at various levels and have held numerous Corps

of Engineers positions which pertain to my pending confirmation. In addition to several other assignments within the Army Corps of Engineers, I am also a former Commander of the Missouri River Division, as you noted earlier, and the New Orleans District, and former Deputy Commander of the Vicksburg District where I was involved in administration and management of water resources projects. During my tours in New Orleans and Vicksburg, I dealt with many public and private interests of the lower Mississippi Valley and was familiar with the activities and responsibilities of the Mississippi River Commission at that time. I also had the opportunity to report directly to the Commission on several occasions while serving as New Orleans District Commander.

If confirmed to the position, Mr. Chairman, I would look forward to participating in the continual improvement of the MR&T project and applying the best of modern practices in water resources engineering. I would also look forward to being a part of a Commission concerned with the continued effort of safely passing the Mississippi River Basin floodwaters to the Gulf of Mexico, plus providing a safe and dependable navigation waterway which is so important to our Nation.

For your information, I have attached a complete biography on myself and a current list of members of the Mississippi River Commission.

Mr. Chairman, that completes my prepared statement, and I would be pleased to answer questions.

Senator BAUCUS. Thank you, General.

I have two obligatory questions to ask all of you. In the interest of efficiency, I am going to ask the first question of you all at once, and then ask you to indicate separately your answer. First, are you willing, at the request of any duly constituted Committee of the Congress, to appear in front of it as a witness?

Mr. Ginsberg.

Mr. GINSBERG. Yes, Senator.

Mr. MOORE. Yes.

Mr. WHITE. Yes.

General WITHERSPOON. Yes.

Senator BAUCUS. Second, do you know of any matters which you may or may not have thus far disclosed which might place you in any conflict of interest if you are confirmed in this position?

Mr. Ginsberg.

Mr. GINSBERG. No, Senator, other than as disclosed already.

Mr. MOORE. No, Senator.

Mr. WHITE. No, Senator.

General WITHERSPOON. No.

Senator BAUCUS. This has been an interesting hearing. There are certain threads that have run through the testimony of all of you, and I think it is partly a consequence of where we are as a country now in the 1990s. One of the threads is of thinking longer term. It is clear, Mr. Ginsberg, Mr. Moore, Mr. White, and to some degree you, too, General, your comments reflect the need to not be quite as ad hoc as we have been in the past in some respects but rather think longer term. Certainly with respect to mitigation, that's long term in its nature.

Second, and more specifically, is mitigation, is prevention, trying to prevent problems from occurring. That is an effort that is very important to this Committee. As we reauthorize environmental statutes—Clean Water Act, for example, Safe Drinking Water Act, Superfund, Endangered Species Act, and so forth—we in this Committee are making a major effort to focus on prevention and preventive environmental technologies. In fact, this Committee reported out an environmental technology bill with that focus; that is, incentives to encourage firms, cities, municipalities to focus much more on environmental prevention in the first place so that the remedial cost is less than otherwise might be.

Focusing on that, and Doctor White made a good statement about the structural nature of a lot of problems that exist today—globalization that we all face today, and certainly Appalachia faces world globalization, as does every part of our country. So I am just curious, Mr. Ginsberg, as you and EDA focus in on your programs, how do you take into account changes in the world, or do you think they are relevant in your agency, economic changes that have occurred? For example, with advances in communications technologies, capital travels the speed of light; doesn't respect national boundaries, it goes to where it can get the greatest rate of return. Just your thoughts on how EDA can deal with all of that and what you intend to do with respect to these changes that have occurred.

Mr. GINSBERG. Yes, Senator. I think the pace of economic change in the world and its impact on the United States is a terribly important phenomenon for an agency such as EDA. What I mean by that is, and as my prepared remarks and the testimony I have submitted indicate, we constantly need, particularly with economically distressed, economically underdeveloped regions of the country, we constantly need to be looking at what industries hold the greatest potential for growth, what assets in these communities hold the greatest potential for growth, and what companies in these communities hold the greatest potential for growth and job creation. That is a function of the domestic and world economic situation and the way in which it is changing on a constant basis.

I think EDA's capacity to assist States, local communities, not-for-profit organizations, economic development districts with planning activities can be, and is, a direct response to this; to have professional economic development expertise in these communities who have the resources available to them to be evaluating these situations and constantly be reevaluating their own competitiveness and the competitiveness of industries and companies within those areas, what jobs are going to be lost, and how jobs are going to be created in the future.

Senator BAUCUS. What about all the hodgepodge of various programs that are available to stimulate economic development. We have EDA, the Appalachian Regional Commission, USDA has its own programs, there are housing programs as well. As you well know, the Vice President's Reinventing Government mentions this lack of coordination and the report proposes a Federal Coordinating Council of Economic Development. Your thoughts on how that should be best put together in the most efficient way.

Mr. GINSBERG. I, personally, would agree with the recommendation contained in the Vice President's report that you mentioned.

Frankly, as I began to understand more about the whole Federal system, I was surprised at the multiplicity of local/regional economic development agencies and programs that exist in the Government. I personally think a Federal Coordinating Council would be an extremely valuable and useful tool to eliminate duplication and make sure that the base of information and analysis on which these various agencies are establishing policy and awarding funds are coordinated. So I would certainly support that.

I was pleased to learn that in its comments to propose reauthorization legislation in the House for EDA, the Commerce Department has recommended the establishment of such a Federal Coordinating Council under the leadership of Secretary Brown, which is, of course, in part a response to the Reinventing Government report to which you referred.

Senator BAUCUS. My time has expired.

Senator Chafee.

Senator CHAFEE. Thank you, Mr. Chairman. I want to join in the welcoming of the various nominees. I am particularly glad to see Representative Dick Moore whom I have had the pleasure of working with on a joint matter involving our States of Massachusetts and Rhode Island. Dick Moore has been extremely helpful in connection with the Blackstone River Valley National Heritage Corridor. He served on that and, as a result, we have a wonderful urban park, if you would, extending down along the river, and I think it is going to get better and better as it goes along. So, Representative Moore, I want to say how delighted I am and I commend the President for having the wisdom to select you.

Just a couple of quick questions. Two things that bother me about FEMA's situation is, one, we really ought to be budgeting in the seven years when the corn is growing for the seven years that it won't grow. To change that into the actual situation, budgeting when we don't have these terrible earthquakes in preparing for years that we do.

Secondly, it has been my experience that no matter what the situation of the emergency is, natural disaster, no matter how small, every self-respecting Governor now knows that the first thing to do is to declare it an emergency. In our State we had a heavy snowfall. Well, the first thing—and I'm not criticizing the Governor, I'm sure I would have done the same thing probably when I was Governor—was to immediately say this is a terrible disaster and we need Federal help. And indeed we got it. That reinforces the Governor's position. But I just wonder if there isn't some way of arriving at some kind of a cutoff of what is an emergency and what isn't. I know particularly if somebody is killed, no President really wants to resist making that county a disaster county and, as such, eligible. The principal thing I guess they would get out of it is low-cost loans from the Federal Government.

Can you shed any light on how we might proceed there, both of those? First, trying to budget and set aside for the lean seven years.

Mr. MOORE. I think really, Senator, the whole concept of mitigation really falls into that category. The President is fond of referring to some of the programs in the appropriations area as investments, and I think mitigation really should be looked at as an in-

vestment because it is putting a reasonable amount of effort each year, even when there isn't a disaster pending, to make sure that when we do have the event occur, particularly with natural events, that the cost of that is significantly less both in terms of lives and in terms of property loss.

So that I think that now with FEMA, under Director Witt, focusing on mitigation, as we want to do and as we develop a national——

Senator CHAFEE. Is "mitigation" a word for building up this bank account? I thought mitigation was making sure that people didn't build in the potential flood plain.

Mr. MOORE. It is part of that but it is a lot more than that. It is also making buildings that are in earthquake prone areas, as many States are, far more than just California, make those more able to withstand the damage or at least to protect the lives of the folks that are in those buildings. It means, as we're doing in the Midwest, and the Congress approved late in the last session, significant dollars to relocate. In a couple of cases, one in Illinois, for instance, we are relocating an entire community about the size of one of the ones that we have in the Blackstone Valley. But it is moving people out of harm's way. So there is some cost to doing that. In some areas it is perhaps prohibitive and therefore we need to work with the States and localities to try to discourage development along some areas.

Senator CHAFEE. How about the answer to my second question. What are we going to do when a Governor appeals for disaster relief, then Representatives and Senators wheel into line and say, yes, we want that. We had a hurricane, or something similar there-to, go through a portion of our State and did a lot of damage. It is an emergency. So where do you draw the cutoff?

Mr. MOORE. Having served in elective office for 25 years, I understand the urgency and the need to want to do that and to come to the Federal Government or look to someone else to help. I think it is working with them both under the Stafford Act, because some of those guidelines are set forth, and there is legislation before the Congress to continue to look at that act, much of which comes before this Committee, to making that work more effectively and I certainly want to work with you and with the staff of this Committee to make that happen. I think that part of it is making sure that everybody is a partner in the process and that it is not just the Federal Government alone in handling——

Senator CHAFEE. My time is up, Mr. Chairman, but I will say I think that is the big thing. There has got to be local participation, just like we've done now in the planning for the Corps of Engineers projects. You can't come to the Board and say "I want a study." If you want a study, you have to pay part of the cost. And that discourages some of that. But somehow in these things, and I have cheerfully participated, rallying behind my Governor and putting pressure on FEMA or whoever might be available to get some funds. We all do it because we know that money is free from Washington.

Mr. MOORE. One of the aspects of mitigation is to try to get the States to adopt policies that will reduce the costs in the future, Senator, and I think that needs to be enforced.

Senator CHAFEE. I wonder if it would be possible to have a requirement that there be mitigation and tough medicine, and if they don't, then if a disaster comes, let's say a flood—let's say that Illinois hasn't prepared for the flood; they have been urged to, we've been prepared to contribute some money toward it, but they said, no. Then comes a terrible flood and they come charging down to Washington. The Governor, Senators, and Representatives say it's an emergency; we want some help. I wonder if we've got the stamina to say, "Well, you didn't prepare and so you don't get any Federal money in that situation."

Mr. MOORE. I guess Senator Kerry would ask you to work with him on his bill because I think he attempts to try to do some of that.

Senator BAUCUS. But your view as to proper policy should be in answer to that question would be what?

Mr. MOORE. Part of it, obviously, is when the disaster occurs and people are hurting, it is hard for anyone in Government to say, no. I think what we have to do is work with them and make sure that Federal along with the States, particularly, and the communities work together to try to reduce the opportunities for those disasters to be as dramatic as they sometimes are; and that is through the regulatory process. We need to encourage the local folks that do that to do a better job of inspections and regulation of flood plains and of building codes and others. We're trying to do that. I think now with mitigation being more focused we can do a better job of that. But it has got to be a partnership, even the private sector as well, but particularly among the three levels of Government.

Senator CHAFEE. Maybe one solution would be that you would get 75 percent Federal grants if you had, you, being the State, had worked hard in mitigation. If you hadn't, we want no part of it, then you get 50 percent or some lower percentage. So it is not so hard-hearted as to turn them all off but maybe a lower percentage.

Thank you, Mr. Chairman.

Senator BAUCUS. Thank you, Senator.

Mr. Moore, what are some examples of the best mitigation, say, in a flood plain?

Mr. MOORE. I think clearly what we're doing right now in the Midwest, and it is part of what Congress did last year in broadening that, is to make mitigation more attractive to people as far as both the amount of money we allocate for it of the existing dollars, the percentage of money that is allocated for mitigation, as well as making it such that it is a more attractive move for them. Instead of saying your only alternative financially is to rebuild in the same place and get flooded again and then have to come back to us with or without insurance to do that, that by moving them out and making it economical for them to do that I think has been an ideal program. It seems to be working very well from all I've been able to determine. I look forward to having a chance to really get into that and try to see if that is a good way to look at other types of mitigation as well as, for instance, in the building codes and retrofitting of buildings and things of that nature.

Senator BAUCUS. Let me turn to you, General, about the Mississippi. Your thoughts on all of this. You know better than anyone else in this room the difference between the Mississippi and south

of St. Louis Corps projects versus above St. Louis which is sort of a hodgepodge of levees and other efforts.

General WITHERSPOON. That's exactly the case. From the mouth of the Ohio generally down, it is a system-wide approach that will be an integrative system once it is completed. North of there it is a hodgepodge, as you said. And only in a few places, like St. Louis, have the protection systems been designed for a big flood such as we just saw.

There are a couple of initiatives that have been started, one of which our Division is involved in, not in the lead, to take a look over the next eighteen months at flood plain management issues. Our North Central Division has the lead in that with help from my Division and from the Missouri River Division.

Another initiative, which I think you're aware of, is the administration has an interagency task, including FEMA and others, that is going to take a quick look at what sorts of things ought to be included in future legislation and in many other areas. One of our commissioners, as a matter of fact, General Jerry Galloway is executive director of that interagency task force. They are due to report out the first of June some recommendations on direction.

Senator BAUCUS. What about non-structural alternatives like wetlands restoration, for example. I saw an interesting statistic not long ago that says 60 to 70 percent of the wetlands in the Midwest States since 1890 are gone. The wetlands are sort of a sponge, they soak up a lot of the rain that falls. One reason we have these floods is because we have no wetlands.

General WITHERSPOON. I agree that there needs to be an integrated approach. In our system we have floodways and other means to pass the floodwaters other than levees and that sort of structure.

Senator BAUCUS. It sort of ties in with efforts here of buyouts.

General WITHERSPOON. If you can afford to do that, that might be part of the solution. Certainly influence in whatever means not to get into harm's way needs to be part of the solution. I don't have the magic answer, but I do think it has got to be an integrated approach.

Senator BAUCUS. Is the Corps developing cost benefit studies of various not only structural but non-structural systems?

General WITHERSPOON. That's our normal process. The MR&T project, for example, we've spent now in the last sixty-five years some \$5.6 billion. If you count up the damages prevented over those years and just count up the money as it was prevented, it totals some \$153 billion. If you bring that forward to 1993 dollars, you are talking \$230 billion. So when you talk benefit-cost ratio for what we've been doing, those are some amazing numbers. What we have spent is less than what will be spent probably in the Midwest for this last flood event recovery effort.

Senator BAUCUS. Doctor White, a question to you. Could you respond to the question I asked Mr. Ginsberg about the Federal Coordinating Council trying to get some rationality in all the various economic development programs. What in your judgment is the best way to proceed to coordinate the Appalachian Regional Commission, EDA, all the others?

Mr. WHITE. I think in concept it is a good idea. I haven't really thought through how the ARC would fit into such a council but I am sure we would want to be at the table. We have this same problem on a lesser level with States. If you look at economic development at the State level, you find a plethora of programs lodged in different agencies, particularly in the southern part of our country where we have this Jacksonian legacy of electing eight or ten State-wide executives. So coordination really is a widespread problem I think in the American Federal system. I would be pleased to work on that in Washington.

I would like, if I may, Mr. Chairman, to add one comment unrelated to your question. In your gracious introduction, you correctly noted that most of my experience has been in the South. I want to reassure New York, Ohio, and Pennsylvania that I am aware that they are in the Appalachian Regional Commission and that I am fully committed to working in those States as well. I went to school up in Mr. Moore's neck of the woods. So I have a passing acquaintance with the North and am rather fond of it. [Laughter.]

Senator BAUCUS. That should stand you in good stead.

Senator CHAFEE.

Senator CHAFEE. Thank you, Mr. Chairman.

First, General Witherspoon, I want to join in welcoming you here. I am an unabashed admirer of the Corps of Engineers extending back many, many years and certainly reinforced when I had a chance to visit Riyadh, Saudi Arabia, where that magnificent terminal was built by the Corps and the relationships the Corps has had with the Saudis over many years.

General WITHERSPOON. I spent two years there.

Senator CHAFEE. Did you serve in Saudi Arabia?

General WITHERSPOON. I helped build those things.

Senator CHAFEE. Did you? Well, you did a good job.

Senator BAUCUS. I must say they are very impressive.

Senator CHAFEE. They are impressive. And as I understand it, the Saudis had tremendous confidence in the Corps of Engineers and determined that the Corps would be the general contractor, if you would, or the managing contractor for a whole series of projects out there. And I had the pleasure of knowing Colonel Rick Gorsky when I visited down in New Orleans. He took us around and we had a very, very fruitful day with him.

Mr. Ginsberg, I see you were at Webster and Sheffield when a great friend of mine, John Lindsay, was a partner there.

Mr. GINSBERG. I was, Senator, yes.

Senator CHAFEE. You must have known Mayor Lindsay through that.

Mr. GINSBERG. Yes, I do. I worked for him.

Senator CHAFEE. And just this week we received, we, the State of Rhode Island, received a \$3.5 million grant from EDA to repair our piers at Quonset and Davisville, a former military area that is now turning into a civilian area. I would like very much if there is time convenient to both of us, I could get you up there to take a look at that.

Mr. GINSBERG. I would enjoy that very much, Senator. I would be honored to do that.

Senator CHAFEE. Good.

Doctor White, this Committee has not been terribly enthusiastic about EDA. As a matter of fact, we haven't reauthorized it since 1982. But EDA has some powerful proponents on the appropriations committee so they cheerfully appropriate where we haven't authorized for many years. My question to you is, when does this end? Appalachian Regional Commission programs were started 30 years ago to take care of a depressed area. Rapidly after that, every other section of the country came up with a regional commission. If you recall, we had a New England Regional Commission. And pretty soon the whole country was in different regional commissions. Those all ended but the Appalachian Regional Commission continues on.

I listened carefully to what you had to say about the virtues of that Commission, and you quoted then Governor Clinton talking about wanting these folks in his area to be educated. But the statistics show that 66 percent of the funds that go to the Appalachian Regional Commission go for roads. That area gets its normal road allotment and this amount is above and beyond that. Where does this end? Is there no end in sight?

If you look at the statistics, there are many counties in the rest of the Nation where poverty exceeds those of counties within the Appalachian Regional Commission. Maybe if you take the whole of all the counties and average them out, it would be lower than the same number of counties taken in another part of the country; I don't know. But my specific question is, do you have any end in sight for this Commission?

Mr. WHITE. Hopefully, not for four years. [Laughter.]

Senator CHAFEE. That's the attitude of all your co-workers.

Mr. WHITE. Senator, I understand your question and——

Senator CHAFEE. And also could you address education. You stressed education; you are an educator, you have had a wonderful education, but I don't see much education in pouring concrete roads.

Mr. WHITE. I think the statistics are quite clear that there has been considerable progress made in much of the region. In a sense, the region has become, if you will, more disaggregated, more diverse than it was in the 1960s when this program was enacted. In fact, you see this in the organization I used to head, Southern Growth Policies Board, you see the South becoming more and more diverse.

It is my understanding that the Commission internally has attempted to address this problem by creating three different tiers of counties. There is a distressed county designation that has to meet certain levels of poverty and unemployment which clearly indicate that they haven't made it yet. They are still well behind all the national curves. And, for example, those counties are eligible for 80 percent Federal money. And then there are counties that are doing well, I can't remember the name of them, prospering counties or counties that are doing well, that can only get 20 percent. Then the rest get 50 percent.

As I understand the statute, the Commission itself cannot propose altering the boundaries of the Commission to take into account what has happened in the last thirty years since this program has been in place. If Congress wanted to look at those bound-

aries, I am sure we would certainly be willing to work with you in trying to do that.

I do think there are parts of this country, and coming from Mississippi I know this very well, in which thirty years isn't enough. You can make a lot of progress but there are still areas of deep-seeded underdevelopment in Appalachia, most of it in central Appalachia, and it will probably take some more time and some more targeted resources. I do think we need to try to rationalize the policy as we go along so that it is not just a meat axe approach to the region. It is my understanding that the Commission, at least internally in its policies, has tried to do that.

I sort of am a child of the enlightenment; I am very much a human resource type person when it comes to economic development.

Senator FAIRCLOTH. Excuse me. A child of what?

Mr. WHITE. Of the enlightenment.

Senator FAIRCLOTH. What's that?

Mr. WHITE. Well, it is a period in history in which the basic idea was that we needed to educate people and that people would make their own rational choices once they are educated. My approach to economic development is that part of the role of the Government is to put the infrastructure in place, and where that is placed has always determined what people and communities thrive, where the interstates went, where the canals went, where the rivers went.

Senator CHAFEE. Doctor White, we're on somebody else's time now because my time has expired. Let me just say that we have appropriated over these 30 years for the Appalachian Regional Commission \$6.4 billion and of that \$4 has been for highways. I am an enthusiastic supporter of education and if more of this money were going for education, I would be more enthusiastic about the program. But I do have great difficulties where over two-thirds of it is going continually into highways. I know highways are important, you get commerce, we all know that, but there must come a limitation of this at some point.

I would hope that during your tenure there that you would try to stress the educational aspects. You are from an area that is working hard on education and you have been deeply involved with education yourself. So that would be my recommendation to you and it would increase my enthusiasm level for the program overall if that occurred.

Thank you, Mr. Chairman.

Senator BAUCUS. Senator Faircloth.

Mr. WHITE. I would just like to say I am very sympathetic to that view, Senator.

Senator FAIRCLOTH. Thank you, Mr. Chairman. I did not come down here to talk on this subject this morning. I came to fuss with Senator Chafee and Senator Baucus about wetlands. [Laughter.] But I came in here and heard this about the Appalachian Regional Commission.

I headed the North Carolina State Highway Commission in 1960 when they started this thing in Appalachia. Senator Chafee is absolutely right, it is a highway program, has been, and not a well-run one at that. They built highways through the mountains. They refused to four-lane and there should have been interstate control

facilities with no control of access. Today they have become "french fry alleys", because that is what we were supposed to be doing was developing the area. At the time they started it land could be bought for \$100 an acre; now it is \$10,000 an acre.

For seven years I ran the North Carolina Economic Development Commission. We spent a lot of money in Appalachia. The program is one that has long since served its usefulness. The Appalachian region of North Carolina, the mountain regions, is one of the richer parts of the State other than a concentrated research triangle area right in the Piedmont. There is no rhyme, reason, or excuse for our country that is going in debt every day borrowing money, putting \$800 million a day to pay the interest on what we already owe, to be dumping more money into the Appalachian Regional Commission. It ought to be closed down.

Senator CHAFEE. Well, I would rent a house rather than buying one in your particular area, Mr. White. [Laughter.]

Senator FAIRCLOTH. You can't afford to buy one. Prosperity is there. [Laughter.]

Mr. Chairman, I have a quick statement and I am not going to delay us. I have a letter from Edward Dickey, Acting Assistant Secretary of the Army for Civil Works, it is from the Corps of Engineers and they have never been known to be wrong or have made a mistake. I won't bore you with the details of this letter, but it says that we are gaining wetlands, that the wetlands are increasing. Just reading a paragraph:

We believe our new data indicates that the annual loss of wetlands associated with the regulated activities is substantially below levels previously reported.

I said the other day, and it was after you had to leave, Senator Baucus, that the growth of wetlands in this country has been enormous. Now we have lost some coastal wetlands, no question, and I am absolutely for stopping the loss of coastal wetlands, but as a rule, inland wetlands associated with farming and forestry and ranching have increased because we have stopped maintaining the rivers.

Even as recently as the late 1960s, the Corps of Engineers hired people to drain and do what you all call "channelize" rivers and streams. Are you familiar with that, General?

General WITHERSPOON. Very.

Senator FAIRCLOTH. I know; I dug a lot of them. The Corps supervised it. We took meandering streams and caught them into ditches. The most glaring example was the Kissimee River in Florida, channel 28 or something is what it became. Agriculture, now because of chemicals, no longer has to depend upon organic soil for growth. So a lot of wetlands along rivers and streams, particularly in the Southeast, have been abandoned. Ditches are filling up. We are increasing wetlands, as your Corps says we are, and no question we are. That is the point I wanted to make. Would you want to comment on the increase of wetlands, General Witherspoon?

General WITHERSPOON. In my part of the country, we have the largest percentage of the coastal wetlands in the contiguous United States.

Senator FAIRCLOTH. Where is your part of the country?

General WITHERSPOON. In Louisiana, Mississippi. We are not gaining ground there. As you rightly said, coastal wetlands is a lit-

tle bit different kettle of fish. I haven't had the pleasure of reading the letter and I didn't get to look at it before it went out, so I don't know the statistics on whether we're gaining or losing ground in interior wetlands. You have one up on me there, Senator. But I think in our area, at best we are holding our own as far as interior wetlands go.

Senator FAIRCLOTH. What is the official position of the administration on this loss or gain of wetlands?

General WITHERSPOON. I think that the goal is still to have a net gain in the wetlands.

Senator FAIRCLOTH. Well, according to this, we are having a net gain. We are gaining 1.2 acres for every acre we are losing. I am for protecting the wetlands, don't misunderstand what I'm saying, but in so many programs that the Federal Government has gotten into over the years—we know who drained the wetlands; the Federal Government, the Corps of Engineers and the Soil Conservation Service.

General WITHERSPOON. We have to apply the same rules to our projects now that everybody else does as far as looking at ways to prevent the loss of wetlands and then mitigating for them.

Senator FAIRCLOTH. Do you all have an official position as to whether we're gaining or losing?

General WITHERSPOON. I don't have that information.

Senator FAIRCLOTH. I am not going to belabor the point here this morning. But the truth of it is Soil Conservation Service and the Corps of Engineers drained all of Florida. The Soil Conservation Service for 30 years not only paid for the excavation but the engineering of hundreds of thousands of miles of canals for farmers that the farmer never could have begun to afford to drain. This was handled through Soil Conservation, and the channelization of rivers and creeks and for these canals to go into was handled by the Corps of Engineers.

So much of that is now silting in and filling in and trees are falling into it with logging and deterioration of the banks and eroding of the banks, so the streams are filling up, the water is backing up into ditches, farmlands are being abandoned and we are creating wetlands.

How about letting me know as soon as you can what is the official position of the Corps.

General WITHERSPOON. The Corps or the administration?

Senator FAIRCLOTH. The administration. I assume you all get—

General WITHERSPOON. I'm part of it. All right, sir.

Senator FAIRCLOTH. Thank you.

Senator BAUCUS. Thank you very much, Senator.

It is an interesting question. The Fish and Wildlife Service does a survey, the National Wetlands Inventory, and the Fish and Wildlife Service concludes that there is an annual wetlands loss of between 200,000 and 300,000 acres, that would include coastal. I don't know whether that annual 200,000–300,000 acres of wetlands loss is only coastal wetlands or whether the loss is both coastal and interior. It is like a lot of estimates, a lot of surveys, a lot of inventories, it kind of depends on what your assumptions are, it depends on what you look at and what you don't look at. But this is going to be a matter that we'll be looking at very closely. I would be very

curious to see what not only the Corps response is to your inquiry, Senator, but also the administration's response.

The point is that the Fish and Wildlife Service is charged with the inventory and they do conclude that it is about 200,000 to 300,000 annual wetlands loss. We will look at it. We don't have time to debate that this morning, but that is their conclusion.

Senator FAIRCLOTH. I'm not debating. If we are losing, and I've asked and asked, there are detailed maps of wetlands in this country and I have asked them to show me the loss of the 20,000 acres, they said it was 20,000 coastal wetlands lost and maybe 200,000 gross, I don't know, but that is a pretty significant amount of land to be lost. There is no recording whatsoever of the gained wetlands. But if they would just show us a map of where we lost them, that would be a great help.

Senator BAUCUS. Senator, you can be sure we are going to look into this very closely and get as best we can the answers to all these questions.

Senator FAIRCLOTH. All right. Fine. Thank you.

Senator BAUCUS. Now we are joined by Senator Lieberman.

STATEMENT OF HON. JOSEPH I. LIEBERMAN, U.S. SENATOR FROM THE STATE OF CONNECTICUT

Senator LIEBERMAN. Thank you, Mr. Chairman. I apologize to you and to the nominees for my late arrival. By one of those Senate twists of fate, an amendment that I was co-sponsoring was up on the floor and we just finished the debate. But I did want to welcome all the nominees, two of whom I know, one of them is my friend and fellow New Havener, Will Ginsberg, and to welcome Will's wife, Ellen, who is here too, and to thank the President for having the wisdom to nominate Will. I ask that my full statement be entered into the record.

I would just say that Will comes to this position with extraordinary personal experience. EDA has gone through some tough times over the last decade or so and was at one point of being on the verge of being demolished. It nonetheless has an extraordinarily important role to play in reaching out to areas of our country which have suffered and continue to suffer job loss. And supporting the kinds of creative, constructive programs that Will Ginsberg has been associated with in the City of New Haven, he has got the ability, the experience, and I would say he has got the right temperament also to proceed effectively as a manager. I am just very proud that the President nominated him. I hope we will confirm him.

[Senator Lieberman's statement follows:]

STATEMENT OF HON. JOSEPH I. LIEBERMAN, U.S. SENATOR FROM THE STATE OF CONNECTICUT

Mr. Chairman, it is my great pleasure this morning to welcome—and introduce—my friend and fellow "New Havener," William Ginsberg. Will has been nominated by the President to serve as Assistant Secretary for Economic Development at the Department of Commerce. I understand Will's family will not be moving to Washington until the end of the school year which is what my family did after I was elected in 1988. Will, someone once said to me that marriage "halves your griefs, doubles your joys, and quadruples your expenses." I can attest to the first two, but I can assure you that commuting between New Haven and Washington will guarantee the last.

Mr. Chairman, statistically speaking the recent recession may not have been considered the worst, but it may prove to be the most lingering. The reason is that this recession was more of an economic transition than a temporary contraction. Literally hundreds of major employers and thousands of smaller employers have permanently restructured their businesses and downsized their workforces. While much of the restructuring left many of these companies leaner, more productive and more competitive, it did not come without a cost. That cost is pockets of highly concentrated unemployment and permanently scared communities.

The other problem facing this country generally, and the Economic Development Administration specifically is how to deal with the economic dislocations inevitably caused by expansions in global trade; reductions in National defense; protection of the Nation's environment, or structural shifts in regional economies. Many of these changes are necessary to meet the economic, budgetary, and social challenges of the 90's, but they, too, do not come without a cost.

In the very near future Secretary of Labor Robert Reich will unveil the Administration's new Workforce Security Act. This legislation will provide us with part of the answer by reshaping our retraining and re-employment programs, making them more responsive, user-friendly, and ultimately more relevant to a constantly changing workplace. In many regards, however, this will be the easy part. It will not answer the really tough questions—employment where and training for what? A large part of that burden will lie on the shoulders of Secretary Brown and—when confirmed—Assistant Secretary Will Ginsberg.

Mr. Chairman, as you are aware, EDA is uniquely positioned to deal specifically with these challenges. In EDA's arsenal of programs are revolving loan funds, economic adjustment grants, trade adjustment assistance, planning grants, and public works grants.

Unfortunately, Mr. Chairman, the Economic Development Administration has had a rough decade. Once targeted for elimination, EDA has had to constantly battle shrinking budgets and shrinking morale. In fact, I do not believe EDA has been reauthorized since the late 1970's. For my part I intend to do everything I can—and I hope this Committee will join me—in making sure Will has the tools he needs to perform this important job.

Mr. Chairman, Will Ginsberg is a practitioner of economic development and job creation—not old style, make work, government jobs—but the high technology jobs of the future. Most recently Will served as President and Chief Executive Officer of Science Park Development Corporation in New Haven. Science Park is a private, not-for-profit corporation which is developing a high-technology research and business park on a formerly abandoned, inner-city industrial site by attracting and developing high-technology businesses through the development of the technological resources of Yale University. Will has also served as Development Administrator of the City of New Haven and as a practicing attorney in New York City. This background has given Will hands on experience with public-private partnerships and with putting together economic development plans with solid benchmarks and achievable results.

In addition to his substantial skills in economic development, job creation, and technology transfer, I am confident of Will's ability as a manager. His positive temperament and leadership ability will be indispensable as he proceeds to re-invigorate the EDA.

So, let me stop there and welcome Will to the Committee, congratulate him, and pledge my partnership as he moves forward in this important position.

Senator LIEBERMAN [assuming Chair]. Well here I am left all alone. [Laughter.]

Senator LIEBERMAN. I think I am all that sits between you and adjournment. But let me just take the moment. As I mentioned in my brief statement, we're still experiencing pockets of real economic hardship and EDA is really well positioned to respond to those concerns. I just wanted to say to Will what I don't have to say, which is that I urge you to be as bold as you can be at EDA and if necessary to come to this Committee and tell us what tools are needed to make EDA a partner with the private sector, a conduit for private sector job creation, and a rapid response operation to the economic dislocations that occur sometimes as part of progress, sometimes not as part of progress. Sometimes along with change of economy and growth of trade, for instance, not everybody

is a winner. I think we have a special obligation to those who are not. So if you have not had the opportunity up until now to comment on such a matter, I would invite you do so now.

Mr. GINSBERG. Thank you, Senator, and thank you for those kind personal comments.

I would simply say that it has been clear from my first conversations with Secretary Brown, going back really almost ten months, that the mandate of EDA is one of change. An important part of that I think relates to the point you just raised and a point actually that I did make in my opening remarks when you were on the Senate floor, which is that true economic development comes from high-growth companies which, in turn generate high-growth from innovation. That is where job creation is; that's the economic base of the future. And particularly in communities which have been out of the economic mainstream historically, many rural communities, which have fallen out of the economic mainstream in the last generation, many urban communities, that's the kind of economic base that those communities need to be thinking about, planning for, and beginning to implement now and in the coming years. I see that as the role of EDA. As you well know, Senator, and as you have generously supported in so many ways, that is what we've been trying to do in New Haven and I look forward to trying to do that at EDA as well.

Senator LIEBERMAN. Thank you for the answer. I don't want to hold you up any longer. Let me just say finally that the hearing record will remain open until 5:00 p.m. today for Members to submit questions for the record. I would ask each nominee to respond quickly to the questions so that the committee can take action on the nominations in a timely manner.

Again, my thanks to all of you and my apologies for being late. On behalf of the Chairman, this adjourns the hearing.

[Whereupon, at 11:40 a.m., the committee was adjourned, to reconvene at the call of the Chair.]

[Statements submitted for the record, responses to a committee questionnaire, and response to additional questions follow:]

1

STATEMENT OF WILLIAM W. GINSBERG
NOMINEE FOR ASSISTANT SECRETARY FOR ECONOMIC
DEVELOPMENT, U.S. DEPARTMENT OF COMMERCE
U.S. SENATE COMMITTEE ON ENVIRONMENT AND PUBLIC WORKS
FEBRUARY 4, 1994

Distinguished members of the United States Senate Committee on Environment and Public Works: I am William W. Ginsberg, and I appear before you this morning as President Clinton's nominee for the position of Assistant Secretary for Economic Development in the United States Department of Commerce. I am deeply honored both by the President's nomination and by the opportunity to appear before this Committee today to seek confirmation by the United States Senate to this important position.

My career has been devoted to the field of economic development, which I have pursued as a corporate chief executive in the not-for-profit sector, as a senior official in local government and as a lawyer in private practice. In each of these capacities, I have seen fundamental economic change effected when the public and private sectors, the for-profit and not for-profit sectors and the academic and industrial sectors are effectively brought together to define new consensus goals and to achieve their goals by structuring innovative new partnerships. I have seen an important public sector role in providing the leadership and the resources to promote these kinds of innovative partnerships. I believe that the Economic Development Administration (EDA) has a uniquely important leadership role to play in creating fundamental economic change in distressed areas by promoting these kinds of innovative economic development activities.

During the first year of the Clinton Administration, Commerce Secretary Ronald H. Brown has articulated a new partnership between the Federal Government and the civilian business sector which is at the heart of President Clinton's fundamental goal of restoring America's prosperity and global economic leadership. This new partnership is premised on public policies and public investments which will assist the civilian business sector in responding to the relentless pressures of global economic change and competition. The Commerce Department is helping to reassert America's global economic leadership by promoting the ability of innovative, high-growth companies to compete successfully in the global marketplace.

For America's distressed rural and urban communities, where too often today's economic development strategy is to simply prop up a declining traditional economic base, this government-industry partnership presents an historic opportunity to build a new economic base of globally competitive, high-growth companies. To me, this is the challenge facing EDA today: to bring together the resources and the new institutional partnerships which will enable the distressed communities in this country to seize this historic opportunity to build a new competitive economic base.

This challenge will not be met easily; there are many obstacles. We must address the fundamental reality that America's most globally competitive companies and industries, those that are creating economic growth and offering hope for a brighter future, have for the last generation clustered in the suburban rings around our major cities, away from America's distressed urban and rural areas. We must assist those communities which have relied on military bases and defense industries for economic growth and which are today facing the challenge of defense conversion. We must continue to address the basic infrastructure needs in our distressed communities as a critical enabler of economic development. These needs will multiply as these communities seek to create a Twenty-First Century technological infrastructure which will be so important to remaining competitive in the future. We must recognize the need to promote economic development that sustains rather than depletes the natural resources on which it is based. These are our challenges. EDA can and must play the lead role in finding new ways to assist local communities to meet and surmount these challenges.

I come to these challenges with a perspective which has been shaped by my experiences. For almost 10 years, I have lived and worked in New Haven, Connecticut, an older city fiercely proud of its history yet desperately searching for a new economy to replace the eroded manufacturing base. For four years, I served as New Haven's chief economic development official. I had broad authority over all economic development matters of city government, whether of a political, transactional, regulatory or budgetary nature. In this position, working for a popular and effective Mayor, I saw every day the power of public leadership to inspire a community by articulating a vision for the future in which economic change is seen not as a threat, but as a vehicle to retain the traditional strengths of the community which people hold so dear.

During the more than five years since I left city government, I have served as Chief Executive Officer of Science Park Development Corporation (SPDC), a not for-profit corporation which is developing the Science Park project in New Haven. SPDC was created in 1981 and has been sponsored since by a unique government-academic-industry partnership: Yale University, Olin Corporation, the State of Connecticut and the City of New Haven. SPDC has developed one of the largest "incubators" for new technology-based business in the U.S. at the historic inner-city Winchester manufacturing site, which had declined from a total employment of over 20,000 four decades ago to an employment base of approximately 1,000 in the early 1980's when Science Park was founded. Today this site is re-born, with approximately \$50 million in public and private investment occurring in the 1992-94 period, with almost 100 companies, including some of Connecticut's most technologically advanced and exciting development-stage enterprises, and with an increase in employment at the site to

almost 2,000.

At Science Park, I have worked in what I like to call the "trenches" of economic development. We bring Yale faculty together with entrepreneurs and investors to commercialize technology. We bring entrepreneurs together with business and technology development service providers to promote business development. We bring community groups and inner-city residents together with employers to promote local hiring and we bring larger companies together with public economic development officials to maximize public support for activities at Science Park.

All of this work creates effective economic development because we have built on a solid strategic foundation. Our economic development strategy has been based on the local and indigenous strengths already in the community: the world-class scientific base at Yale University. We have focused our efforts on the most innovative, forward-looking economic activity, rather than merely on efforts to sustain the traditional economic base. Science Park has pushed the major public and private institutions in the community to play new roles: academic institutions promoting commercial activity, governmental institutions promoting relatively high-risk technology rather than funding "bricks and mortar," and business institutions promoting public economic development goals. We have involved the schools and the local job training institutions, and worked with them to create a shared vision of the skills that people in New Haven will need in the future. We have made efforts to be inclusive of every sector of the local community and to create real community benefit from our efforts, but the local community has also had to acknowledge the long-term nature of even the most successful economic development efforts.

Today, the fruits of these efforts can be seen. A visitor to Science Park today passes through one of the poorest and most distressed urban neighborhoods in Connecticut to arrive at a site which had stood vacant and derelict for almost two decades. There, he or she will find new facilities soon to be completed for Eastman Kodak adjacent to the first Yale-State of Connecticut advanced technology center. Across the street is the new, technologically state-of-the-art manufacturing plant for the successor company to Winchester, which when complete will be the largest factory to be built in an inner-city in Connecticut since World War II. The dramatic and powerful image of such world-renowned names as Yale, Kodak and Winchester and their globally competitive, state-of-the-art operations in the heart of inner city New Haven provides a sense of economic hope for the future for my community which has not been seen in decades.

It is in helping to build a new economic base of globally

competitive companies that EDA can help to restore hope for the future in economically distressed areas. In doing so, EDA will restore economic development to its rightful place among the tools by which the Federal Government can help to fight the crime and other terrible social problems which result from lack of economic opportunity and which are so destructive to so many of our communities.

If confirmed, my goal at EDA will be to build an agency which can assume this important responsibility. EDA must be an agency which is responsive to local initiative and vision while at the same time helping local communities to focus on longer-term strategies which might not otherwise be a local priority. EDA must understand the forces behind larger shifts in the economy, such as changes in defense spending, and how government can best intervene to help communities adjust. At the same time, EDA must be efficient and responsive enough to serve its clientele in a first-rate manner. This is particularly so in times of emergency, such as a natural disaster which creates a need for a large-scale accelerated response to help impacted communities begin immediate economic recovery efforts.

In all of these activities, no matter what the context, my goal at EDA will be to keep a focus on certain fundamental principles of public economic development: (i) that the underlying economic activity needed for true economic development will come from high-growth companies, (ii) that distressed communities often have indigenous assets which have real value for economic development purposes, and (iii) that public leadership can inspire the dynamics of basic economic change which would not otherwise occur.

I would be honored beyond measure to have the opportunity to work with this Committee to shape EDA into such an agency and to help this nation's economically distressed communities seize the opportunities which exist at this moment in our history.

Thank you.

STATEMENT OF HON. CHRISTOPHER J. DODD, U.S. SENATOR FROM THE STATE
OF CONNECTICUT

MR. CHAIRMAN, It gives me great pleasure to introduce to you William W. Ginsberg, nominated to become Assistant Secretary for Economic Development within the Department of Commerce.

I could hardly think of a more qualified individual for this critically important job. Will Ginsberg represents the future of economic development. He combines his devotion to public service with a unique vision about the way in which the public and private sectors can move forward as partners to create economic opportunity.

Will Ginsberg comes to federal service after five years as President and Chief Executive Officer of Science Park, a private, not-for-profit corporation linking local and state governments, private industry and Yale University in an effort to foster business start-ups, manufacturing innovation, and community development. Located in inner-city New Haven, Science Park is a model for the enterprise zone concept and one of the first of its kind. Through its role as a business "incubator," Science Park has launched several high-technology firms creating hundreds and potentially thousands of jobs. These efforts have gone hand-in-hand with proactive community development, including the construction of brand new affordable housing units adjacent to the park.

The secret of Will's success at the helm of Science Park, and earlier as a development administrator for the City of New Haven, is his ability to attract business leaders to work in partnership with government. He understands the tremendous potential to be tapped when public funds are leveraged with private capital and innovation. He is an innovator and a consensus-builder. His youthful energy and keenly honed skills will serve him well as he faces the extraordinary challenges associated with spearheading the Administration's efforts to promote economic development and job growth.

I know I join Will's family -- his wife, Ellen, and his two children, Emily and Connor -- when I express enormous pride in his past accomplishments. I am certain he will serve his nation with dedication, integrity, and vigor.

I thank the Committee for permitting to me to include my remarks in these proceedings.

UNITED STATES SENATE
COMMITTEE ON ENVIRONMENT AND PUBLIC WORKS
STATEMENT FOR COMPLETION BY PRESIDENTIAL NOMINEES

Name: Ginsberg William Walter
(Last) (First) (Middle)

Position to which nominated: Assistant Secretary for Economic Development, U.S. Department of Commerce Date of Nomination: 1/26/94

Date of birth: 11/2/54 Place of birth: New York, New York, USA
(Day) (Month) (Year)

Marital status: Married Full name of spouse: Ellen Kelly Ginsberg

Name and ages of children: Emily Helen Ginsberg Age 11 (born 2/5/82)

Robert Connor Ginsberg Age 7 (born 4/26/86)

Education:	Institution	Dates attended	Degrees received	Dates of degrees
	<u>Dalton School</u>	<u>1958-1972</u>	<u>High School Diploma</u>	<u>1972</u>
	<u>Trinity College</u>	<u>1972-1976</u>	<u>B.A. Honors</u>	<u>1976</u>
	<u>Christ's College, Cambridge University</u>	<u>1976</u>	<u>None</u>	
	<u>Columbia University School of Law</u>	<u>1977-1980</u>	<u>J.D.</u>	<u>1980</u>

Employment record: List all positions held since college, including the title and description of job, name of employer, location, and dates. If you were terminated involuntarily from any position(s), please note the circumstances.

(i) Paralegal at the law firm of Rosenman, Colin, Freund, Lewis & Cohen,

New York City, 2/77-8/77;

(ii) Summer legal intern in the office of the New York State Attorney

General, New York City, Summer, 1978;

(iii) Summer legal intern in the office of the United States Attorney,

E.D.N.Y., Brooklyn, NY, Summer, 1979;

Employment record—Continued

- (iv) Attorney at the law firm of Webster & Sheffield, New York City, 8/80-11/84;
- (v) Development Administrator, City of New Haven, Connecticut, 12/84-10/88
(City official reporting to Mayor with responsibility for all development
activities of City government); Executive Director, New Haven Redevelopment
Agency, New Haven, Connecticut, 4/87-10/88 (staff director of local
redevelopment authority in conjunction with holding position of
Development Administrator);
- (vi) President and Chief Executive Officer, Science Park Development Corporation
New Haven, Connecticut, 11/88-present (chief executive of not-for-
profit economic development corporation).

Honors and
Awards:

List significant scholarships, fellowships, honorary degrees, military medals,
 honorary society memberships, and any other special recognitions for outstanding
 service or achievement.

Member, Phi Beta Kappa, Trinity College

Member, Pi Gamma Mu, Trinity College (national social science
 honor society)

Harlan Fiske Stone Scholar, Columbia University School of Law

Memberships:

List significant memberships and offices held in professional, fraternal, business,
 scholarly, civic, charitable and other organizations.

Organization	Office held (if any)	Dates
Association of University- Related Research Parks	Director	1989-present
Governor's Technology Advisory Board	President	1992-1993
Connecticut Blue Ribbon Housing Commission	Member	1988-1990
New Haven Technology Investment Fund	Member	1987-1988
New Haven Development Commission	Director	1988-present
Mayor's Economic Development Planning Committee	Commissioner	1989-1992
	Chairman	1986

Memberships: (Continued)

<u>Connecticut Savings Bank</u>	<u>Trustee</u>	<u>1989-1991</u>
<u>Eli Whitney Museum</u>	<u>Director</u>	<u>1990-present</u>
<u>Community Mediation, Inc.</u>	<u>Director</u>	<u>1990-present</u>
<u>St. Thomas's Day School</u>	<u>Member, Board of Managers Chairman, Long- Range Planning Committee</u>	<u>1991-1993</u> <u>1993-present</u>
<u>New Haven Colony Historical Society</u>	<u>Director</u>	<u>1990-1992</u>
<u>YMCA of Greater New Haven</u>	<u>Director</u>	<u>1989-1990</u>
<u>Y-Me of New England, Inc.</u>	<u>Director</u>	<u>1990</u>
<u>Graduates Club Association</u>	<u>Director</u>	<u>1989-1990</u>
<u>Science Park Development Corp.</u>	<u>Director</u>	<u>1984-present</u>

Qualifications: State fully your qualifications to serve in the position to which you have been named.

Please see pages 3a and 3b.

Future
employment
relationships

1. Indicate whether you will sever all connections with your present employer, business firm, association or organization if you are confirmed by the Senate.

Yes. Please also see page 3c.

2. As far as can be foreseen, state whether you have any plans after completing government service to resume employment, affiliation or practice with your current or any previous employer, business firm, association or organization.

I have no such plans at this time.

3. Has anybody made a commitment to you for a job after you leave government?

No.

4 (a) If you have been appointed for a fixed term, do you expect to serve the full term?
Not applicable.

Qualifications:

My career has been devoted to the field of economic development, which I have pursued in a variety of different capacities.

As President of Science Park Development Corporation (SPDC), I have directed all facets of the operation of a private, not-for-profit corporation. SPDC exists to effect fundamental change in the economic base of New Haven, an economically distressed community, and its inner-city neighborhoods. SPDC does so by developing new businesses in one of the largest "incubators" for technology-based businesses in the country, and developing new technology from the science and research base at Yale University. In doing so, SPDC works closely with its governmental, industry and academic institutional sponsors, with local inner-city community organizations, and with some of the leading small, innovative, technology-based companies in Connecticut.

During my tenure at SPDC, I have also been active as a Board member of the Association of University Related Research Parks (AURRP), serving as President of AURRP during the 1992-93 period. I thus have had broad exposure to university-related and technology-based economic development projects throughout the United States and in many other countries.

Prior to my tenure at SPDC, I served as the senior economic development official for the City of New Haven under Mayor Biagio DiLieto. In this capacity, I had broad authority over all economic development matters of City government, whether of a political, transactional, regulatory or budgetary nature. My work included extensive interaction with various Federal programs and Federal agencies working to promote economic development, housing and infrastructure investment in urban areas.

During my years as a lawyer, my practice was primarily in public finance and in complex real estate projects and project financings involving the interaction of public and private parties. I dealt with many of the kinds of institutions and issues with which the Economic Development Administration is involved, including representing not-for-profit corporations, regulated private entities, governmental entities, public authorities, quasi-public corporations and financial institutions, primarily major investment banks. I dealt primarily with state municipal law and certain aspects of Federal securities law and tax law.

I have been appointed to and served as a member of various public agencies or commissions concerned with public economic development matters, including the Governor's Technology Advisory Board in Connecticut and the Connecticut Blue Ribbon Housing Commission, both of which I was appointed to by former Connecticut Governor William A. O'Neill, the New Haven Technology Investment Fund, and the New Haven Development Commission and the Mayor's Economic Development Planning Committee, both of which I was appointed to by former New Haven Mayor Biagio DiLieto.

As a City official and as President of SPDC, I have been familiar with and involved with the Economic Development Administration on several projects. I have thus seen EDA's programs and operations from the perspective of a "customer".

As I trust is evident from the foregoing, all of my professional activities have involved issues of governmental involvement at all levels in the process of developing the economy of distressed and other needy areas. I have addressed this issue from a wide variety of different perspectives and as a representative of the wide variety of different institutional participants. I would be honored beyond measure to have the opportunity to address these issues in the role of Assistant Secretary for Economic Development in the U.S. Department of Commerce.

Future Employment Relationships:

1. Yes. Upon Senate confirmation, I will resign my present positions as President, CEO and Director of Science Park Development Corporation. I will also, at such time, resign my directorships of the Association of University-Related Research Parks, the New Haven Technology Investment Fund, the Eli Whitney Museum and Community Mediation, Inc., as well as my Chairmanship of the Long-Range Planning Committee of St. Thomas's Day School.

(b) If you have been appointed for an indefinite term, do you have any known limitations on your willingness or ability to serve for the foreseeable future?

No.

(c) If you have previously held any Schedule C or other appointive position in the Executive branch, irrespective of whether the position required Congressional confirmation, please state the circumstances of your departure and its timing.

My only previous position in the Executive Branch was as a summer intern in the U.S. Attorney's Office, E.D.N.Y., in 1979. I left this position to return to law school.

Financial
Statement:

1. Attach a copy of your Executive Personnel Financial Disclosure Report (SF 278).
2. List sources, amounts and dates of all anticipated receipts from deferred income arrangements, stock options, uncompleted contracts and other future benefit which you expect to derive from previous business relationships, professional services and firm memberships or from former employers, clients, and customers. Amounts should be indicated by the categories established for reporting income on Form SF 278, Schedule A.

I have a financial interest in the Science Park Development

Corporation retirement plan. Upon appointment, I will divest

this interest and reinvest the proceeds into non-conflicting

assets.

3. Are any assets pledged? (Add schedule).

No.

4. Are you currently a party to any legal action?

Yes, I am one of a substantial number of named defendants in Wendell Harp et. al. v. Biagio DiLieto et. al., U.S. District Court, District of Connecticut, Civil No. N-87-356(WWE). This suit was filed in 1987 and I have never had any active participation in this suit, other than to have had depositions rescheduled on several occasions. Any issues which may arise in this matter concerning actions taken by me are in my capacity at the time of the suit as a municipal official for the City of New Haven.

5. Have you filed a Federal income tax return for each of the last 10 years? If please explain the circumstances.

Yes.

- 6 Has the Internal Revenue Service ever audited your Federal tax return? If so, what resulted from the audit?

No.

Potential conflicts
or interest:

1. Describe any financial or deferred compensation agreements or other continuing dealings with business associates, clients or customers who will be affected by policies which you will influence in the position to which you have been nominated.

None. My current financial interest in the Science Park

Development Corporation retirement plan will be divested.

2. List any investments, obligations, liabilities, or other relationships which might involve potential conflicts of interest, or the appearance of conflicts of interest, with the position to which you have been nominated.

None.

3. Describe any business relationship, dealing or financial transaction (other than taxpaying) which you have had during the last 10 years with the Federal Government, whether for yourself or relatives, on behalf of a client, or acting as an agent, that might in any way constitute or result in a possible conflict of interest, or an appearance of conflict of interest, with the position to which you have been nominated.

Since 1988, I have served as President of Science Park Development Corporation (SPDC), a not-for-profit corporation. SPDC has received two previous grants from the Economic Development Administration (EDA) and has had, since early 1993, a pre-application pending with EDA for a new grant.

- 4 Explain how you will resolve any potential conflict of interest, or appearance of a conflict of interest, that may be disclosed by your responses to the above items.

Please see page 5a.

4. Explain how you will resolve any potential conflict of interest, or appearance of a conflict of interest, that may be disclosed by your responses to the above items.

I have consulted with the Designated Agency Ethics Official at the Commerce Department and it is my understanding that I have complied with all statutory and regulatory requirements to ensure no potential conflict or appearance of conflict will arise. Included in the actions I will take are the following: (i) with respect to SPDC's retirement plan, it is my intention to divest myself of my interest therein and to reinvest the proceeds thereof into non-conflicting assets within 90 days of my appointment as Assistant Secretary for Economic Development, U.S. Department of Commerce, (ii) with respect to SPDC's relationship with EDA, I have recused myself while serving as a consultant to EDA from participating in any matter involving SPDC's past or prospective relationship with EDA, whether in my capacity as President of SPDC or in my capacity as a consultant to EDA, and it is my intention to recuse myself to the extent required by law from any matter involving SPDC upon my appointment as Assistant Secretary for Economic Development, U.S. Department of Commerce.

- 5 Explain how you will comply with conflict of interest laws and regulations applicable to the position for which you have been nominated. Attach a statement from the appropriate agency official indicating what those laws and regulations are and how you will comply with them. For this purpose, you may utilize a statement by the relevant agency Ethics Officer.

Please find attached a copy of my ethics agreement as well as

letters from the Assistant General Counsel for Administration,

U.S. Department of Commerce.

- Political affiliation and activities: List all memberships and offices held in, or financial contributions (in excess of \$1,000), and services rendered to any political party or election committee during the last 10 years.

I have been a registered Democrat throughout my adult life. During the

last ten years, I have been a registered Democrat in New York City

(through 1984) and in New Haven, Connecticut (1985-present). I have

made financial contributions to candidates and to the Democratic

Party, but I have made no contributions in excess of \$1,000.

- Published writings

List the titles, publishers and dates of any books, articles, or reports you have written. (Please list first any publications and/or speeches that involve environmental related matters.)

I am the author of "NEPA, Tipping and the Siting of Low-Income

Public Housing", Columbia Journal of Environmental Law, Fall, 1979.

Additional
Matters:

1. If there is any additional information which you believe may be pertinent to the Members of the Committee in reaching their decisions, you may include that here.

None.

2. Do you agree to appear before all Congressional Committees which seek your testimony?

Yes.

3. Having completed this form, are there any additional questions which you believe the Committee should ask of future nominees?

No.

AFFIDAVIT

William W. Ginsberg ss, being duly sworn, hereby states that he/she has read and signed the foregoing Statement for Completion by Presidential Nominees including the Financial Statement and that the information provided therein is, to the best of his/her knowledge and belief, current, accurate, and complete.

Subscribed and sworn before me this 28th day of January, 1994.

Mary E. Gagliardi

Notary Public

MARY E. GAGLIARDI
NOTARY PUBLIC
MY COMMISSION EXPIRES MARCH 31, 1994

SUMMARY OF RESPONSES

SENATE ENVIRONMENT AND PUBLIC WORKS COMMITTEE

QUESTIONS ON BEHALF OF UNITED STATES SENATORS

TO WILLIAM W. GINSBERG, PRESIDENTIAL NOMINEE

ASSISTANT SECRETARY FOR ECONOMIC DEVELOPMENT

U. S. DEPARTMENT OF COMMERCE

SENATOR BARBARA BOXER

Question: As you may know, I have worked closely with Commerce Secretary Brown to establish a Conversion Clearinghouse to help the defense industry convert to civilian production. The Economic Development Administration, the Commerce Department office that you have been nominated to head, is responsible for making the Conversion Clearinghouse work. Do you support the further implementation of the Conversion Clearinghouse? Can you identify particular steps that you will take, if nominated, to shorten the time it will take to make the Conversion Clearinghouse fully operational.

Response: I fully support the development and further implementation of EDA's Office of Economic Conversion Information (OECI). Since OECI became operational on November 15, 1993, EDA has insured continued service for communities, workers and business affected by the changes in the nation's economy and specifically defense conversion. OECI is currently in an expansion and enhancement stage. I see OECI as a vital element in EDA's long-term commitment to defense conversion assistance and strongly support a program which benefits a broad range of constituents.

Since its opening in November, OECI has offered complete service to all of its customers offering a wide range of

information from program and economic data to contact names for programs at all levels of government. In addition it is my understanding that, EDA is continuing to work with the Office of Economic Adjustment in the Department of Defense to develop information vital to the conversion clearinghouse. EDA is currently in the process of updating our individual contact lists for all bases affected by the Base Realignment and Closure Commission (BRAC) and will continue to review the information contained within the conversion clearinghouse as well as add new information to insure that the most current and up to date information is available. I will endeavor to ensure that these enhancements to the OECI will be implemented as quickly as possible.

SENATOR HARRIS WOFFORD

Question: Are you in support of the Trade Adjustment Assistance program for firms and do you think this is a model for other adjustment activities (e.g. defense, distressed communities)?

Response: In the Fiscal Year 1995 Budget, the Administration has proposed termination of the Trade Adjustment Assistance (TAA) program for firms because of the need for fiscal restraint and not out of any philosophical aversion to helping firms become more competitive. In defending this position during Fiscal Year 1994 Budget hearings, Administration representatives testified that scarce governmental resources are better allocated to business assistance programs that serve a wider spectrum of firms as opposed to the TAA program which assists a limited group of manufacturing firms directly impacted by imports. I personally have not been involved in the preparation of the Administration's budget positions on this issue, but, if confirmed, I would look forward to addressing this issue in future budget deliberations.

I would be interested in exploring the feasibility of using a program based on the trade adjustment assistance model to meet an expanded group of industrial adjustment needs. This year we are undertaking a demonstration program using the

existing TAAC network to assist in the adjustment of firms injured by defense cutbacks. There may also be a role for this type of assistance to firms injured through natural disasters. As you may know, the TAAC model provides an opportunity for intervention before the manufacturing facility is closed and, when successful, saves the existing companies and jobs. This avoids the significant monetary and social costs to the community and workers who face unemployment, retraining and relocation decisions as a result of plant closings. Our experience with our other adjustment programs such as Title IX, demonstrates that it takes a great deal of time and effort to restore jobs to a community once they are lost. A successful broad-based company and job retention program could be of significant benefit to the nation's adjustment arsenal.

SENATOR DONALD RIEGLE

Question:

Last year, Senators Riegle, Danforth, Moynihan and Rockefeller successfully lead an effort to reauthorize and fund the Trade Adjustment Assistance for firms program. This program, which is administered by EDA, funds 12 regional Trade Adjustment Assistance Centers (TAACs). These centers provide assistance to companies within their region under severe pressure from import competition.

The TAACs are a highly successful program. According to the Great Lakes TAAC in Michigan, the return on taxpayer investment in this one center alone has been over 300%. Over the past 10 years, the Great Lakes TAAC has helped retain or create over 4000 well paying manufacturing jobs with an investment of \$9 million -- at only \$2250 per job.

The other centers have had similar success. According to one estimate, the TAACs have retained 267,000 manufacturing jobs nationally since 1978. This translates to a \$7.6 billion impact on the economy for an investment of \$204 million in Federal funds over 15 years.

Do you support the operation of the Trade Adjustment Assistance Centers?

Response:

In the Fiscal Year 1995 Budget, the Administration has proposed termination of the Trade Adjustment Assistance (TAA) program for firms because of the need for fiscal restraint and not out of any philosophical aversion to helping firms become more competitive. In defending this position during Fiscal Year 1994 Budget hearings, Administration representatives testified that scarce governmental resources are better allocated to business assistance programs that serve a wider spectrum of firms as opposed to the TAA program which assists a limited group of manufacturing firms directly impacted by imports. I personally have not been involved in the preparation of the Administration's budget positions on this issue, but, if confirmed, I would look forward to addressing this issue in future budget deliberations.

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INTRODUCTION OF RICHARD MOORE
TO THE SENATE
ENVIRONMENT AND PUBLIC WORKS COMMITTEE
BY SENATOR EDWARD M. KENNEDY
FRIDAY, FEBRUARY 4, 1994

I am honored to be here today to introduce Dick Moore, President Clinton's nominee to be the Associate Director of the Federal Emergency Management Agency.

Recent natural disasters, such as the earthquake in Los Angeles, the flooding of the Midwest, Hurricane Andrew, and the recent cold wave in the Northeast have highlighted the need for effective relief efforts by FEMA.

FEMA Director James Lee Witt has reorganized the agency to make it more effective in coordinating ways to help reduce property damage and loss of life from future natural disasters, and to encourage greater public education measures to highlight the risks.

Dick Moore is an excellent choice to head this new office. For seventeen years, Dick has been the Massachusetts State Representative for Uxbridge, Douglas, Sutton, Webster, and Millville. He currently serves as Chair of the House Election Laws Committee, and also serves on the Ethics, Rules, and Ways and Means Committees.

Prior to his service in the legislature, Dick had an outstanding career in education. He was an assistant to the President of Bentley

College in Waltham, and an associate Dean of Students at Assumption College in Worcester.

Dick and I have worked together on a number of issues over the years, but never more closely than in our efforts to restore and protect the natural and historic resources of the Blackstone River Valley. The Valley helped give birth to the Industrial Revolution, and it remains a place of great natural beauty. Dick has been an important leader in the regional effort to preserve the Valley for future generations.

Throughout his career in public service, Dick has proved to be a tireless and skillful legislator on a wide range of important issues for Massachusetts. And he has also been a leader for his community, accessible to those he serves and always ready to meet new challenges.

He has repeatedly demonstrated organizational, managerial, and policy-making skills that will be an asset to FEMA. His experience with state and city government will undoubtedly benefit efforts to coordinate anti-disaster planning at the local level.

Dick Moore is an excellent choice to be Associate Director of FEMA, and I urge the Committee to approve his nomination.

Massachusetts House of Representatives



Resolution

RESOLUTIONS MEMORIALIZING THE SENATE OF THE UNITED STATES IN SUPPORT OF
THE EXECUTIVE NOMINATION OF THE HONORABLE RICHARD THOMAS MOORE OF
MASSACHUSETTS TO BE ASSOCIATE DIRECTOR OF THE FEDERAL
EMERGENCY MANAGEMENT AGENCY.

WHEREAS, REPRESENTATIVE RICHARD T. MOORE HAS SERVED THE COMMONWEALTH OF MASSACHUSETTS WITH DISTINCTION AS A MEMBER OF THE HOUSE OF REPRESENTATIVES FOR SEVENTEEN YEARS FOLLOWING EIGHT YEARS OF SERVICE AS A SELECTMAN IN THE TOWN OF HOPEDALE AND A TERM AS PRESIDENT OF THE MASSACHUSETTS SELECTMEN'S ASSOCIATION; AND

WHEREAS, DURING HIS LEGISLATIVE SERVICE, HE HAS DEMONSTRATED EXEMPLARY LEGISLATIVE LEADERSHIP IN SUCH POSITIONS AS CHAIRMAN OF THE COMMITTEES ON STATE ADMINISTRATION, TAXATION, AND ELECTION LAWS AS WELL AS NUMEROUS SPECIAL COMMISSIONS; AND

WHEREAS, THE PRESIDENT OF THE UNITED STATES, CONFIDING IN REPRESENTATIVE MOORE'S OUTSTANDING ABILITY, INTEGRITY AND PUBLIC SERVICE HAS NOMINATED HIM TO THE RESPONSIBLE OFFICE OF ASSOCIATE DIRECTOR OF THE FEDERAL EMERGENCY MANAGEMENT AGENCY WITH SPECIAL REGARD FOR THE MANAGEMENT OF MITIGATION PROGRAMS, POLICIES AND GRANTS TO REDUCE THE LOSS OF LIFE AND DAMAGE TO PROPERTY CAUSED BY NATURAL AND TECHNOLOGICAL DISASTERS; AND

WHEREAS, REPRESENTATIVE MOORE'S COLLEAGUES WHO HAVE WORKED WITH HIM ON A DAILY BASIS FOR MANY YEARS KNOW BETTER THAN MOST HOW CAPABLE HE IS TO ASSUME THIS IMPORTANT FEDERAL POST AND TO PROVIDE ESSENTIAL LEADERSHIP TO THIS AGENCY WHICH RESPONDS TO OUR FELLOW CITIZENS IN THEIR TIMES OF GREATEST NEED AND WHICH WORKS TO EASE THE EMOTIONAL AND ECONOMIC BURDEN WHICH STAGGERS THOSE AFFLICTED BY DISASTER IN THEIR COMMUNITIES AND STATES; NOW, THEREFORE, BE IT

RESOLVED, THAT THE MASSACHUSETTS HOUSE OF REPRESENTATIVES HEREBY COMMENDS THE PRESIDENT OF THE UNITED STATES FOR HIS SELECTION OF THE HONORABLE RICHARD T. MOORE OF MASSACHUSETTS TO BE ASSOCIATE DIRECTOR OF THE FEDERAL EMERGENCY MANAGEMENT AGENCY, AND RESPECTFULLY RECOMMENDS HIS EXPEDITIOUS CONFIRMATION FOR THAT IMPORTANT POSITION BY THE SENATE OF THE UNITED STATES; AND BE IT FURTHER

RESOLVED, THAT A COPY OF THESE RESOLUTIONS BE FORWARDED BY THE CLERK OF THE HOUSE OF REPRESENTATIVES TO THE COMMITTEE ON ENVIRONMENT AND PUBLIC WORKS OF THE UNITED STATES SENATE, THE HONORABLE MAX BAUCUS OF MONTANA, CHAIRMAN; AND THE HONORABLE JOHN H. CHAFFEE OF RHODE ISLAND, RANKING MINORITY MEMBER.

HOUSE OF REPRESENTATIVES, ADOPTED DECEMBER 8, 1993.

Charles P. Flaherty
SPEAKER OF THE HOUSE

Robert T. Moore
CLERK OF THE HOUSE

OFFERED BY:

CHARLES P. FLAHERTY
SPEAKER OF THE HOUSE



Steven Angelo
 REPRESENTATIVE STEVEN ANGELO

Michael G. Bellotti
 REPRESENTATIVE MICHAEL G. BELLOTTI

Daniel Bosley
 REPRESENTATIVE DANIEL E. BOSLEY

James T. Brett
 REPRESENTATIVE JAMES T. BRETT

Arthur J. Broadhurst
 REPRESENTATIVE ARTHUR J. BROADHURST

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 REPRESENTATIVE JOHN A. BUSINGER

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 REPRESENTATIVE MICHAEL P. CAHILL

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 REPRESENTATIVE CHRISTINE E. CANAVAN

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 REPRESENTATIVE ERLYN G. CHESKY

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 REPRESENTATIVE EDWARD G. CONNOLLY

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 REPRESENTATIVE GARY M. COON

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 REPRESENTATIVE FRANK G. COUSINS, JR.

Donna F. Cuomo
 REPRESENTATIVE DONNA F. CUOMO

Walter A. DeFilippi
 REPRESENTATIVE WALTER A. DEFILIPPI

Brian S. Demsey
 REPRESENTATIVE BRIAN S. DEMSEY

James V. DiPaola
 REPRESENTATIVE JAMES V. DIPAOLO

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 REPRESENTATIVE STEPHEN W. DORAN

Nancy H. Evans
 REPRESENTATIVE NANCY H. EVANS

Thomas M. Finneran
 REPRESENTATIVE THOMAS M. FINNERAN

Nancy Flavin
 REPRESENTATIVE NANCY FLAVIN

Valerie Barson
 REPRESENTATIVE VALERIE BARSON

John J. Binienda
 REPRESENTATIVE JOHN J. BINIENDA

Marianne Brenton
 REPRESENTATIVE MARIANNE BRENTON

Stephen M. Brewer
 REPRESENTATIVE STEPHEN M. BREWER

Carmen D. Buell
 REPRESENTATIVE CARMEN D. BUELL

Antonio F. D. Cabral
 REPRESENTATIVE ANTONIO F. D. CABRAL

Thomas S. Cahir
 REPRESENTATIVE THOMAS S. CAHIR

Paul E. Caron
 REPRESENTATIVE PAUL E. CARON

William F. Cass
 REPRESENTATIVE WILLIAM F. CASS

Vincent P. Ciampa
 REPRESENTATIVE VINCENT PAUL CIAMPA

Forrester A. Clark, Jr.
 REPRESENTATIVE FORRESTER A. CLARK, JR.

David B. Cohen
 REPRESENTATIVE DAVID B. COHEN

William Constantino, Jr.
 REPRESENTATIVE WILLIAM CONSTANTINO, JR.

Robert Correia
 REPRESENTATIVE ROBERT CORREIA

John F. Cox
 REPRESENTATIVE JOHN F. COX

Charles N. Decas
 REPRESENTATIVE CHARLES N. DECAS

Robert A. DeLeo
 REPRESENTATIVE ROBERT A. DELEO

Salvatore F. Dimasi
 REPRESENTATIVE SALVATORE F. DIMASI

Carol A. Donovan
 REPRESENTATIVE CAROL A. DONOVAN

Marc D. Draisen
 REPRESENTATIVE MARC D. DRAISEN

James H. Fagan
 REPRESENTATIVE JAMES H. FAGAN

Kevin W. Fitzgerald
 REPRESENTATIVE KEVIN W. FITZGERALD

Peter Forman
 REPRESENTATIVE PETER FORMAN

Gloria L. Fox
 REPRESENTATIVE GLORIA L. FOX

Paul J. Gannon
 REPRESENTATIVE PAUL J. GANNON

Althea Garrison
 REPRESENTATIVE ALTHEA GARRISON

Ronald W. Gauch
 REPRESENTATIVE RONALD W. GAUCH

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 REPRESENTATIVE WILLIAM J. GLODIS, JR.

Barbara E. Gray
 REPRESENTATIVE BARBARA E. GRAY

Paul R. Haley
 REPRESENTATIVE PAUL R. HALEY

Lida Eisenstadt Harkins
 REPRESENTATIVE LIDA EISENSTADT HARKINS

Raymond J. Hayward
 REPRESENTATIVE RAYMOND J. HAYWARD

Christopher J. Hodgkins
 REPRESENTATIVE CHRISTOPHER J. HODGKINS

Augusta Hornblower
 REPRESENTATIVE AUGUSTA HORNBLOWER

Frank M. Hynes
 REPRESENTATIVE FRANK M. HYNES

Raymond A. Jordan, Jr.
 REPRESENTATIVE RAYMOND A. JORDAN, JR.

Stephen J. Karol
 REPRESENTATIVE STEPHEN J. KAROL

Shaun P. Kelly
 REPRESENTATIVE SHAUN P. KELLY

Sally W. Kerans
 REPRESENTATIVE SALLY W. KERANS

Michael R. Knapik
 REPRESENTATIVE MICHAEL R. KNAPIK

Paul Kollios
 REPRESENTATIVE PAUL KOLLIOS

Stephen Kulik
 REPRESENTATIVE STEPHEN KULIK

Patrick F. Landers III
 REPRESENTATIVE PATRICK F. LANDERS III

Peter J. Larkin
 REPRESENTATIVE PETER J. LARKIN

Edward A. LeLacheur
 REPRESENTATIVE EDWARD A. LELACHEUR

Peter E. Madden
 REPRESENTATIVE PETER E. MADDEN

William C. Galvin
 REPRESENTATIVE WILLIAM C. GALVIN

Barbara Gardner
 REPRESENTATIVE BARBARA GARDNER

David P. Gately
 REPRESENTATIVE DAVID P. GATELY

Anthony P. Giglio
 REPRESENTATIVE ANTHONY P. GIGLIO

Emile J. Goguen
 REPRESENTATIVE EMILE J. GOGUEN

William G. Greene, Jr.
 REPRESENTATIVE WILLIAM G. GREENE, JR.

Geoffrey D. Hall
 REPRESENTATIVE GEOFFREY D. HALL

Robert D. Hawke
 REPRESENTATIVE ROBERT D. HAWKE

Albert Herken
 REPRESENTATIVE ALBERT HERKEN

Kevin G. Honan
 REPRESENTATIVE KEVIN G. HONAN

Barbara C. Hyland
 REPRESENTATIVE BARBARA C. HYLAND

Patricia D. Jehlen
 REPRESENTATIVE PATRICIA D. JEHLN

Louis L. Kafka
 REPRESENTATIVE LOUIS L. KAFKA

Marie-Louise Kehoe
 REPRESENTATIVE MARIE-LOUISE KEHOE

Thomas P. Kennedy
 REPRESENTATIVE THOMAS P. KENNEDY

John C. Klimm
 REPRESENTATIVE JOHN C. KLIMM

Robert M. Koczera
 REPRESENTATIVE ROBERT M. KO CZERA

Robert Kraus
 REPRESENTATIVE ROBERT KRAUS

Edward M. Lambert, Jr.
 REPRESENTATIVE EDWARD M. LAMBERT, JR.

Harold M. Lane, Jr.
 REPRESENTATIVE HAROLD M. LANE, JR.

Robert C. Lawless
 REPRESENTATIVE ROBERT C. LAWLESS

Jacqueline Lewis
 REPRESENTATIVE JACQUELINE LEWIS

Charles W. Mann
 REPRESENTATIVE CHARLES W. MANN

Vincent G. Manning
 REPRESENTATIVE VINCENT G. MANNING

Francis G. Mara
 REPRESENTATIVE FRANCIS G. MARA

James M. Marzilli, Jr.
 REPRESENTATIVE JAMES MARZILLI, JR.

Joseph B. McIntyre
 REPRESENTATIVE JOSEPH B. MCINTYRE

Joan M. Menard
 REPRESENTATIVE JOAN M. MENARD

Dennis M. Murphy
 REPRESENTATIVE DENNIS M. MURPHY

William P. Nagle, Jr.
 REPRESENTATIVE WILLIAM P. NAGLE, JR.

Karen O'Donnell
 REPRESENTATIVE KAREN O'DONNELL

Shirley Owens-Hicks
 REPRESENTATIVE SHIRLEY OWENS-HICKS

Steven C. Panagiotakos
 REPRESENTATIVE STEVEN C. PANAGIOTAKOS

Anne M. Paulsen
 REPRESENTATIVE ANNE M. PAULSEN

David M. Peters
 REPRESENTATIVE DAVID M. PETERS

Thomas M. Petrolati
 REPRESENTATIVE THOMAS M. PETROLATI

Kevin Poirier
 REPRESENTATIVE KEVIN POIRIER

William G. Reinstein
 REPRESENTATIVE WILLIAM G. REINSTEIN

Mary S. Rogeness
 REPRESENTATIVE MARY S. ROGENESS

Mary Roosevelt
 REPRESENTATIVE MARY ROOSEVELT

Byron Rushing
 REPRESENTATIVE BYRON RUSHING

Susan D. Schur
 REPRESENTATIVE SUSAN D. SCHUR

Emmanuel G. Serra
 REPRESENTATIVE EMANUEL G. SERRA

JoAnn Smague
 REPRESENTATIVE JOANN SMAGUE

Douglas W. Stoddart
 REPRESENTATIVE DOUGLAS W. STODDART

William M. Straus
 REPRESENTATIVE WILLIAM M. STRAUS

M. Joseph Manning
 REPRESENTATIVE M. JOSEPH MANNING

Ronald Mariano
 REPRESENTATIVE RONALD MARIANO

John E. McDonough
 REPRESENTATIVE JOHN E. McDONOUGH

William J. McManus II
 REPRESENTATIVE WILLIAM J. MCMANUS II

James R. Miceli
 REPRESENTATIVE JAMES R. MICELI

Mary Jeanette Murray
 REPRESENTATIVE MARY JEANETTE MURRAY

Janet W. O'Brien
 REPRESENTATIVE JANET W. O'BRIEN

Kevin O'Sullivan
 REPRESENTATIVE KEVIN O'SULLIVAN

Thomas G. Palumbo
 REPRESENTATIVE THOMAS G. PALUMBO

Marie J. Parente
 REPRESENTATIVE MARIE J. PARENTE

Vincent A. Pedone
 REPRESENTATIVE VINCENT A. PEDONE

Douglas M. Petersen
 REPRESENTATIVE DOUGLAS M. PETERSEN

Marsha R. Platt
 REPRESENTATIVE MARSHA R. PLATT

John F. Quinn
 REPRESENTATIVE JOHN F. QUINN

Pamela P. Resor
 REPRESENTATIVE PAMELA P. RESOR

John H. Rogers
 REPRESENTATIVE JOHN H. ROGERS

J. Michael Ruane
 REPRESENTATIVE J. MICHAEL RUANE

Angelo M. Scaccia
 REPRESENTATIVE ANGELO M. SCACCIA

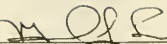
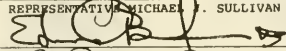
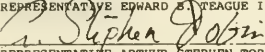
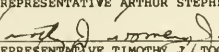
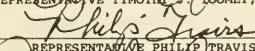
Anthony M. Scibelli
 REPRESENTATIVE ANTHONY M. SCIBELLI

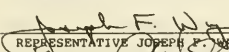
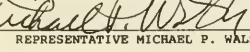
Mary Jane Simmons
 REPRESENTATIVE MARY JANE SIMMONS

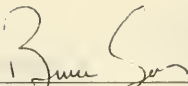
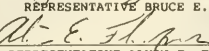
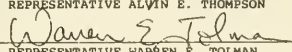
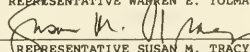
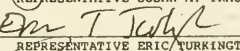
John A. Stefanini
 REPRESENTATIVE JOHN A. STEFANINI

Ellen Story
 REPRESENTATIVE ELLEN STORY

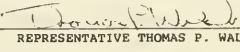
Joseph C. Sullivan
 REPRESENTATIVE JOSEPH C. SULLIVAN


 REPRESENTATIVE MICHAEL P. SULLIVAN

 REPRESENTATIVE EDWARD E. TEAGUE III

 REPRESENTATIVE ARTHUR STEPHEN TOBIN

 REPRESENTATIVE TIMOTHY J. TOOMEY, JR.

 REPRESENTATIVE PHILIP TRAVIS

 REPRESENTATIVE DANIEL J. VALIANTI

 REPRESENTATIVE JOSEPH P. WIGNER

 REPRESENTATIVE MICHAEL P. WALSH


 REPRESENTATIVE BRUCE E. TARR

 REPRESENTATIVE ALVIN E. THOMPSON

 REPRESENTATIVE WARREN E. TOLMAN

 REPRESENTATIVE SUSAN M. TRACY

 REPRESENTATIVE ERIC TURKINGTON

 REPRESENTATIVE RICHARD A. VOKE

 REPRESENTATIVE PATRICIA A. WALRATH

 REPRESENTATIVE THOMAS P. WALSH

BARNEY FRANK
4TH DISTRICT, MASSACHUSETTS

2404 RAYBURN BUILDING
WASHINGTON, DC 20515-2104
(202) 225-5931

29 CRAFTS STREET
NEWTON, MA 02158
(617) 332-3920

558 PLEASANT STREET
ROOM 309
NEW BEDFORD, MA 02740
(508) 999-6462

222 MILLIKEN PLACE
THIRD FLOOR
FALL RIVER, MA 02721
(508) 674-3551

89 MAIN STREET
BRIDGEWATER, MA 02324
(508) 697-9403

Congress of the United States
House of Representatives
Washington, DC

February 3, 1994

The Honorable Max Baucus
Chairman
Committee On Environment
& Public Works
SD-456
Washington, DC 20510

Dear Mr. Chairman:

I am very pleased to give my strong support to the appointment of Richard Moore to be Associate Director for mitigation of the Federal Emergency Management Agency. I served with Dick Moore in the Massachusetts House during the 70s, and as you and your colleagues on the committee know, serving with someone else in a legislative body is one of the best ways to get to know that person. Dick Moore is a man of great integrity, strong dedication to the public service, and a first rate ability to understand both the nature of public policy problems and how best to alleviate them. His experience in both state and local government, which includes service as chairman of several important legislative committees, along with his administrative background, equip him ideally for this job. We have already seen great improvements recently in FEMA's ability to cope with its responsibilities, and drawing on someone of Dick Moore's talents and dedication will make a significant contribution to this capacity.

In addition to his professional and intellectual qualifications, Dick Moore is well equipped by temperament to serve in this agency. Obviously he will be dealing with situations of great stress for many people, and he has precisely the kind of calm and reassuring temperament that will allow him to be fully functional in those situations while helping give other people the sense of assurance that they are entitled to receive from the federal government. I hope the committee will vote to confirm him.


BARNEY FRANK

BF/meg

EDWARD J. MARKEY
7TH DISTRICT, MASSACHUSETTS

2133 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-2107
(202) 225-2836

COMMITTEES
ENERGY AND COMMERCE
CHAIRMAN
SUBCOMMITTEE ON
TELECOMMUNICATIONS AND
FINANCE
NATURAL RESOURCES
COMMISSION ON SECURITY AND
COOPERATION IN EUROPE

Congress of the United States
House of Representatives
Washington, DC 20515-2107

DISTRICT OFFICE
5 HIGH STREET, SUITE 101
MEDFORD, MA 02155
(617) 399-2900
FROM AREA CODE 508
DIAL 1-800-750-6037

February 3, 1994

Committee on Environment and Public Works

407 Hart Senate Office Building
Washington, D.C. 20510-6175

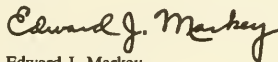
Members of the Environment and Public Works Committee:

I would like to offer my recommendation for Massachusetts State Representative Richard T. Moore to be the Federal Emergency Management Agency's (FEMA) Associate Director for Mitigation.

Mr. Moore has been an active and leading member of the Massachusetts House of Representatives for 18 years. He is the current chairman of the Committee on Election Laws. He has also served on and presided over the Committee on State Administration, the Committee on Taxation, and the Special Commission on Tax Reform. In addition to his role at the state level, Mr. Moore has been a leading participant in Massachusetts local government. He was President of the Massachusetts Selectmen's Association, representing three hundred and twenty Commonwealth towns. In these roles he has demonstrated himself to be an experienced, people oriented manager with a comprehensive understanding of policy development and implementation.

As FEMA's Associate Director for Mitigation, Mr. Moore would be in charge of the agency's efforts to lessen future disaster damages and dangers. FEMA director James Lee Witt envisions Mr. Moore playing the lead role at FEMA in helping communities across the nation adopt and implement effective mitigation programs. In light of the recent string of natural disasters plaguing our nation, the expeditious appointment of Mr. Moore to Associate Director would serve the best interests of FEMA and natural disaster victims. Richard Moore would be an excellent choice to be FEMA's Associate Director for Mitigation.

Sincerely,



Edward J. Markey
Member of Congress

EJM/mc

**Testimony by The Honorable John Joseph Moakley
9th District - Massachusetts**

**on behalf of
Massachusetts State Representative Richard T. Moore
Nominee for Associate Director of Mitigation
Federal Emergency Management Agency (FEMA)**

**Friday, February 4, 1994
406 Senate Dirksen Building
Senate Committee on Environment and Public Works**

Honorable Joe Moakley
February 4, 1994

I am here today on behalf of my good friend, Massachusetts State Representative Richard Moore, who has been nominated by the President for the position of Associate Director for Mitigation at the Federal Emergency Management Agency (FEMA). In his capacity as a state legislator for the past 17 years, Representative Moore has shown me, and the rest of the Commonwealth, that he has the initiative, management skills and leadership ability to excel in such a demanding position as the Associate Director for Mitigation at FEMA.

Over his 17 years in the Massachusetts House of Representatives, Richard Moore has chaired four different committees. Through these years of leadership, he has proven to be a team player, managing the many needs of state and local officials, volunteers, and private organizations. Richard's extensive experience in dealing with many partners is essential to his ability to get the job done. Through all of these leadership capacities, Representative Moore has always shown the dedication and insight to see his policies through to fruition. In each of his chairmanships, Rich has successfully directed legislative matters, managed committee members and professional staff, and supervised oversight of policy implementation.

Representative Moore has a great deal of experience in issues of emergency readiness and preparedness, as the ranking majority member of the Committee on Public Safety, which he served on from 1985-1991. As a member of that committee, Richard provided a great deal of leadership in programs for state and local police, fire and emergency departments and the National Guard. Due to his background in emergency management, Representative Moore sponsored a State House briefing on hurricane preparedness for legislators, staff, public safety and emergency officials. He realizes the needs of citizens when a disaster strikes, and possesses the skills to get them the assistance they need.

I stand here today to whole-heartedly recommend an individual that I feel will be a true credit to the Administration that he helped elect. Representative Moore was the first elected official in Massachusetts to endorse Bill Clinton for President, served as co-chair of the campaign in Massachusetts and nominated the President as a Massachusetts Elector. As the Associate Director for Mitigation, Representative Richard Moore will make every effort to develop a strong national plan to assist every community in protecting themselves from the horrible disasters that seem to be hitting our country at such a frequent rate. In a sense, Richard will simply be continuing to do what he has based his entire career in public service upon - helping other people.

Employment record: List all positions held since college, including the title and description of job, name of employer, location, and dates. If you were terminated involuntarily from any position(s), please note the circumstances.

Assistant Dean of Students, Assumption College, Worcester, MA 9/67-6/68

Associate Dean of Students, Assumption College, Worcester, MA 7/68-6/69

Assistant to the President, Bentley College, Waltham, MA 7/69-12/76

Instructor, Quinsigamond Community College, Worcester, MA 9/70-6/72

Adjunct Assistant Professor, Bentley College, Waltham, MA 9/77-6/84

Education:

9/57-6/61 Hopedale Jr.-Sr. High School, Hopedale, MA, Diploma
June 6, 1961.

9/61-6/62 Worcester State College, Worcester, MA.

9/63-6/66 Clark University, Worcester, MA, BA (History), June 1966

6/66-8/67 Colgate University, Hamilton, NY, MA (St. Pers. Adm.),
August 1967.

9/67-6/76 Clark University, Worcester, MA, Graduate courses.

9/82 - 6/85 University of Mass. (Amherst), Graduate courses.

Emergency Management Institute, Emmitsburg, MD, Five Home Study
Courses Completed: Emergency Program Manager, Emergency Management,
USA, Radiological Emergency Management, Hazardous Materials, Citizen's
Guide to Disaster Assistance. (College credit (5) awarded by Lewis and
Clark Community College, Godfrey, Illinois).

Employment record—Continued

Board of Selectmen (Elected Member), Hopedale, MA 3/70-3/78

House of Representatives (Elected Member) 1/77 - Present

Note: No position was involuntarily terminated.

Honors and awards: List significant scholarships, fellowships, honorary degrees, military medals, honorary society memberships, and any other special recognitions for outstanding service or achievement.

(See attachment 2A)

Memberships: List significant memberships and offices held in professional, fraternal, business, scholarly, civic, charitable and other organizations.

<u>Organization</u>	<u>Office held (if any)</u>	<u>Dates</u>
<u>Blackstone River Valley National</u>	<u>Member</u>	<u>1988-Present</u>
<u>Heritage Corridor Commission</u>	<u>Chairman</u>	<u>1988-90</u>
<u>Massachusetts Health & Education Facilities Authority</u>	<u>Secretary</u>	<u>1968-70</u>
<u>Quinsigamond Community College</u>	<u>Trustees Chairman</u>	<u>1970-75</u>
<u>(See attachment 2B)</u>		

Honors and Awards: (Awards relevant to Emergency Management are highlighted)

Among them are: Massachusetts Municipal Association Legislator of the Year (1977), Worcester Jaycees Outstanding Young Leader (1975), Massachusetts Bar Association Legislator of the Year (1984), Polish-American Veterans of Massachusetts Outstanding Service Award (1982), **Massachusetts Forestry Association Legislator of the Year (1993)**, Worcester County League of Sportsmen's Clubs Legislator of the Year (1980), Worcester Labor Council AFL-CIO Legislator of the Year (1984), Massachusetts Building and Construction Trades Council AFL-CIO Legislator of the Year (1985), **Worcester County Soil Conservation Service Legislator of the Year (1984)**, Animal Rescue League of Boston Legislator of the Year (1983). The Webster Patriot Newspapers' 1987 "Man of the Year", the Worcester County Bar Association Legislator of the Year (1989), **the Massachusetts National Guard Association Legislator of the Year (1989)**, **Massachusetts National Guard Enlisted Associate Representative of the Year (1991)**, the Massachusetts Association of School Committees Legislator of the Year (1989), **the Massachusetts National Guard Association Legislative Honor Roll (1990)** - first House member so named), the Tri-Valley Elder Services George Wild Award for Service to Elders (1989), awarded Gun Owner's Action League of Massachusetts Sustaining Membership (1988), Institute of Scrap Recycling "Man of the Year" (1987), Massachusetts Deputy Collector's Association Legislator of the Year (1989), the Uxbridge Grange "1991 Community Citizen" Award and the Massachusetts Town Clerks Association Legislator of the Year (1992). I have been cited for distinguished service by the Veterans of Foreign Wars of Uxbridge, the Disabled American Veterans of Webster and of Massachusetts, **the Webster Police Cadets**, the Webster Pop Warner Football League, the Massachusetts Deputy Collector's Association, Tri-Valley Elder Services, Inc., Webster Senior Center, the Blackstone Valley Chamber of Commerce, Whitinsville Fish and Game Club, and Uxbridge Recreation Commission.

I am listed in such publications as Marquis' "Who's Who in the East" (1993-94), "Who's Who in American Politics" (1989-1990) and 1977-78 and 1993-94), "The Massachusetts Political Almanac", "Outstanding Educators of America" (1972), "Dictionary of International Biography" (1982), "Who's Who Among Students in American Universities and Colleges" (1965-66), "Notable Americans" (1981), "Who's Who in American Colleges and University Administration" (1970-71), and "Community Leaders of America" (1983).

Memberships

Public Policy Management Incorporated
One Appleton Street
Boston, MA 02116
Federal ID# 04-31251276
Chairman & Chief Executive Officer 9/20-91-3/26-93

A Subchapter S for-profit corporation to offer government relations seminars for small and medium size business and non-profits. Incorporated 9/20/91 and voluntarily dissolved 3/26/93. No programs were ever held, no income or profits were ever derived from the enterprise. The venture was never fully operative. Before any seminars were to be offered I was appointed as chairman of the Legislature's Committee on Election Laws. This chairmanship carries extra pay (\$7500 per year), thus adding to my work schedule and reducing the need to pursue sources of additional income. Furthermore, since the committee has oversight responsibility for the Office of Campaign Finance and the Ethics Commission, I was concerned that to pursue a business of government relations seminars could produce the appearances of conflict.

Blackstone Valley Heritage Homecoming, Inc.
P.O. Box 174
Uxbridge, Massachusetts 01569
Federal ID# 04-2921871
Chairman of the Board
1986-Present

A 501(c) (3) non-profit corporation to provide educational and cultural programs relative to the history of the Blackstone Valley region of Massachusetts. No personal income or profit is derived from this activity.

Massachusetts Democratic Leadership Council, Inc.
 P.O. Box 112 State House Station
 Boston, Massachusetts 02133
 Federal ID#22-0055526
 Chairman
 July 1990-Sept. 1993

A 501 (c) (4) non-profit corporation to encourage the discussion of public policy issues consistent with mainstream American values. No personal income or profit is derived.

Blackstone Valley Educational Foundation, inc.
 P.O. Box 124
 Uxbridge, Massachusetts 01569
 Federal ID# 04-2795897
 Chairman of the Board
 3/9/93 - Present

A non-profit scholarship foundation which provides an average of two annual four-year scholarship grants of \$1,000-\$1,500 to Blackstone Valley area high school graduates. No personal income or profit is derived.

Tri-River Family Health Center Development Corp.
 East Hartford Avenue
 Uxbridge, Massachusetts 01569
 Federal ID# 04-2599867
 Board Member
 September 1977-November 1993

A non-profit corporation which built and owns the building that houses a family health clinic which provides medical services to a chronically underserved region. No personal income or profit is derived.

Uxbridge-Millville Housing Associates, Inc.
 East Hartford Avenue
 Uxbridge, Massachusetts 01569
 Federal ID# 04-2732252
 Board Member
 June 1982 - Present

A non-profit corporation which was the recipient of a \$4 million HUD grant to construct elderly housing in Uxbridge and Millville. No personal income or profit is derived.

Blackstone River Watershed Association
 93 Millbury Street
 Grafton, MA 01519
 Federal ID# 04-2662162
 Special Advisor, Former Board Member
 May 1978-November 1993

A non-profit corporation to protect and enhance the watershed of the Blackstone River in Massachusetts and Rhode Island. No personal income or profit is derived.

Polish-American Social and Civic Corp.
 of Uxbridge, Massachusetts
 217 Mendon Street
 Uxbridge, Massachusetts 0159
 Federal ID# 04-1734855
 Former Vice President
 1989-1990

A non-profit social and community civic association originally founded to help newly arrived Polish immigrants. No personal income or profit is derived.

National Kidney Foundation of Mass. and RI
 344 Harvard Street
 Brookline, Massachusetts 02146
 Federal ID# 04-2305643
 Former Board Member
 1972-74

A non-profit foundation to raise funds to help with the fight against kidney disease. No personal income or profit is derived.

American Legislative Exchange Council
 214 Massachusetts Avenue NE
 Washington, DC 20002
 (202) 547-4646
 State Chair, Massachusetts 1992-93

A non-profit association of state legislators to provide issue research and analysis. No personal income or profit is derived.

Boston Center for Modern Psychoanalytic
 Studies, Inc.
 1581 Beacon Street
 Brookline, Massachusetts
 (617) 277-3915
 Former Board Member
 Sept. 1986-Nov. 1993

A non-profit association for research and teaching modern psychoanalytic approaches. No personal income or profit is derived.

Massachusetts Lafayette Committee
 c/o State House
 Boston, Massachusetts 02133
 Former Board Member
 1987-1991

A non-profit association to perpetuate the memory of the contributions to American Independence of General Lafayette and to honor the contributions of Franco-Americans. No personal income or profit is derived.

Qualifications:

State fully your qualifications to serve in the position to which you have been named. Extensive background in intergovernmental relations based on over
twenty five years experience and leadership in elected and appointed
positions in State and Local governments. Significant experience in
grant reviews and administration both as a college administrator for
seven years and as a member of several boards which provide grants to
non-profit associations and government entities.
Thorough understanding of emergency management through service as
senior member of Legislature Public Safety Committee and through
FEMA home study courses. (See attached resume for further details)

Future
employment
relationships:

1. Indicate whether you will sever all connections with your present employer, business firm, association or organization if you are confirmed by the Senate.

Yes

2. As far as can be foreseen, state whether you have any plans after completing government service to resume employment, affiliation or practice with your current or any previous employer, business firm, association or organization.

No Plans

3. Has anybody made a commitment to you for a job after you leave government?

No

4. (a) If you have been appointed for a fixed term, do you expect to serve the full term?

Not applicable. Service is at the pleasure of the President and
the Director of the Federal Emergency Management Agency.

RICHARD THOMAS MOORE
235 Williams Street
Uxbridge, Massachusetts 01569
(508) 234-9555 (Residence)
(617) 722-2080 (Business)

PROFESSIONAL SUMMARY

Results oriented administrator who brings pragmatic insights and solutions to meet public policy objectives. Loyal team player with initiative, leadership skills, and dedication to advance important administration goals and objectives. Experienced, people oriented, manager who understands political issues and process as well as the public relations implications of policy development and implementation.

PROFESSIONAL HISTORY

1977-Present Massachusetts House of Representatives
Representative in the General Court

- Current Chairman, Committee on Election Laws, manage committee and personal staff of eight professionals. Direct legislative issue development and processing public policy matters regarding such issues as campaign finance reform, voter registration and election procedures.
- Ranking Majority Member, Committee on Public Safety (1985-91); Provided leadership in the development of legislation and in program oversight with regard to state and local police, fire emergency management agencies and the National Guard.
- As Chairman, Committee on State Administration, managed committee and personal staff of seven professionals. Directed legislative issue development and processing public policy matters related to public construction law, state agency reorganization, and public contract and bid laws. Legislative accomplishments included reform of public construction laws and legislation to open National Guard armories for local government programs.

As Chairman, Committee on Taxation, managed committee and personal staff of ten professionals. Directed legislative issue development and processing public policy matters regarding state and local taxation, economic development issues, and state budget revenue forecasting.

- Chaired Special Commission studies on Tax Reform, Infrastructure Finance State Mandated Programs, and Economic Development. Other committee service and policy area experience includes: Ways and Means (dealing with appropriations and budget), Counties and Local Affairs, Post Audit and Oversight, Personnel and Administration, Rules, and Ethics.

1969-1976 Bentley College, Waltham, Massachusetts
Assistant to the President and Secretary of the College

- Conducted major academic reorganization and charter amendment process to broaden degree authority for undergraduate programs and to add graduate level programs of instruction.
- Planned aspects of major physical plant expansion such as athletic center, residence hall construction and library addition.
- Managed Trustee meetings and policy formulation activities as well as selection process for all major college administrative officers.

1967-1969 Assumption College, Worcester, Massachusetts
Associate Dean of Students

- Established student life and career placement activities for liberal arts college of 1,000 students.
- Directed college study which resulted in transformation of the all male liberal arts college to a co-educational institution.

OTHER RELEVANT PROFESSIONAL ACTIVITIES

- Sponsored a State House briefing on hurricane preparedness for legislators, staff, public safety, emergency management and elderly affairs personnel; and participated in Massachusetts Emergency Management Agency annual hurricane exercise - 1993.
- Taught courses as an Adjunct Assistant Professor in the fields of U.S. Government, State and Local Government, and U.S. History at Bentley College and at Quinsigamond Community College.
- As a member and first chairman of Federal Blackstone River Valley National Heritage Corridor Commission helped administer over \$5 million in federal planning and cultural preservation grant funds. (1987-Present) Also participated in U.S. Department of Interior technical assistance exchange with the United Kingdom.
- As a member and Secretary of Massachusetts Health and Educational Facilities Authority promoted tax exempt bond financing for construction of higher education and health care facilities.

EDUCATION

- 1967 Colgate University, Hamilton, New York
M.A. in Student Personnel Administration
- 1966 Clark University, Worcester Massachusetts
B.A. in History

Also Doctoral studies in higher education administration at Clark University and the University of Massachusetts at Amherst.

Emergency Management Institute, Emmitsburg, Maryland.
Courses in Emergency Program Manager, Emergency Preparedness, USA, Citizen's Guide to Disaster Assistance, Radiological Emergency Management, and Hazardous Materials.

POLITICAL EXPERIENCE

- 1992 Massachusetts Electoral College
 Presidential Elector pledged to the Clinton-Gore Ticket.
 Nominated Governor Clinton for President.

- 1991-92 Clinton for President Campaign
 Co-Chair, Massachusetts Campaign. First Elected
 official in Massachusetts to endorse Governor Clinton for
 President.

- 1990-93 Democratic Leadership Council
 Massachusetts State Chairman

- 1970-78 Board of Selectmen, Hopedale, Massachusetts
 Selectman of Hopedale

- As Chairman of the board for four of the eight years, provided
 leadership as a member of the executive management board of this
 Central Massachusetts community of 4,000 residents. Directed
 policy development and collective bargaining for local police and
 fire services. Also supervised local civil defense agency director
 and volunteers. Also served as Chief Executive Officer of the
 Federal Comprehensive Employment and Training (C.E.T.A.)
 Consortium for eight years.

- Successfully developed and administered several major
 infrastructure policy planning, and training grants for the
 community including a \$100,000 Federal Economic Development
 Administration (EDA) grant, and a major, multi-year C.E.T.A.
 employment and training grant.

- As president of the Massachusetts Selectmen's Association,
 represented three hundred and twenty Massachusetts towns on
 public management issues and with legislative and Congressional
 relations on municipal affairs.

References Available Upon Request

(b) If you have been appointed for an indefinite term, do you have any known limitations on your willingness or ability to serve for the foreseeable future?

None

(c) If you have previously held any Schedule C or other appointive position in the Executive branch, irrespective of whether the position required Congressional confirmation, please state the circumstances of your departure and its timing.

Not applicable

Financial
Statement:

1. Attach a copy of your Executive Personnel Financial Disclosure Report (SF 278).

2. List sources, amounts and dates of all anticipated receipts from deferred income arrangements, stock options, uncompleted contracts and other future benefits which you expect to derive from previous business relationships, professional services and firm memberships or from former employers, clients, and customers. Amounts should be indicated by the categories established for reporting income on Form SF 278, Schedule A.

Commonwealth of Mass. Retirement Board (Pension) \$15,001-50,000 - \$2008 (age 65)

TIAA/CREF Retirement Annuity (College retirement) \$15,001-50,000 - \$2008 (age 65)

New England Electric T. Rowe Price Ret. Ser. (spouse pension) \$100,001-250,000
\$2015 (spouse age 65)

3. Are any assets pledged? (Add schedule).

NO

4. Are you currently a party to any legal action?

NO

5. Have you filed a Federal income tax return for each of the last 10 years? If not, please explain the circumstances.

YES

6. Has the Internal Revenue Service ever audited your Federal tax return? If so, what resulted from the audit?

NO

Potential conflicts
of interest

1. Describe any financial or deferred compensation agreements or other continuing dealings with business associates, clients or customers who will be affected by policies which you will influence in the position to which you have been nominated.

None

2. List any investments, obligations, liabilities, or other relationships which might involve potential conflicts of interest, or the appearance of conflicts of interest, with the position to which you have been nominated.

None

3. Describe any business relationship, dealing or financial transaction (other than taxpaying) which you have had during the last 10 years with the Federal Government, whether for yourself or relatives, on behalf of a client, or acting as an agent, that might in any way constitute or result in a possible conflict of interest, or an appearance of conflict of interest, with the position to which you have been nominated.

None

4. Explain how you will resolve any potential conflict of interest, or appearance of a conflict of interest, that may be disclosed by your responses to the above items.

I would recuse myself from any decision concerning a matter

determined to present a possible conflict or appearance of conflict.

5. Explain how you will comply with conflict of interest laws and regulations applicable to the position for which you have been nominated. Attach a statement from the appropriate agency official indicating what those laws and regulations are and how you will comply with them. For this purpose, you may utilize a statement by the relevant agency Ethics Officer.

Comply in Full (See attachment from FEMA General Counsel)

Political affiliation and activities: List all memberships and offices held in, or financial contributions (in excess of \$1,000), and services rendered to any political party or election committee during the last 10 years.

Uxbridge Democratic Town Committee 1980-Present

Vice Chairman 1984-86; Chairman 1986-93

Massachusetts Democratic State Convention Delegate 1982-93

Platform Committee Member - 1993

Presidential Elector, Massachusetts Electoral College - 1992

Co-Chair, Massachusetts Clinton for President Committee 1991-92

Massachusetts State Representative 1977-present

No donations over \$1,000

Published writings:

List the titles, publishers and dates of any books, articles, or reports you have written. (Please list first any publications and/or speeches that involve environmental or related matters.)

"Letter from the Chairman" Cultural Heritage and Land Use Plan for the Blackstone River Valley National Heritage Corridor - 1989 - U.S. Dept. of Interior.

"President's Message", The Massachusetts Selectman, Vol. XXXIV, Autumn, 1975, No. 4, Page 3.

"President's Message", The Massachusetts Selectman, Vol. XXXV, Spring, 1976, No. 2, Page 5.

"President's Message", The Massachusetts Selectman, Vol. XXXV, Summer, 1976, No. 3, Page 5.

Testimony Before Committee of Congress

- April 11, 1986 Hearing before the subcommittee on Public Lands, Reserved Water, and Resource conservation of the Committee on Energy and natural Resources, United States Senate, Ninety-Ninth Congress, Second Session, in support of S. 1374 to establish the Blackstone River Valley National Heritage Corridor in Massachusetts and Rhode Island.
- June 8, 1989 Hearing before the Subcommittee on Public Lands, National Parks and Forests of the Committee on Energy and Natural Resources, United States Senate, One Hundred First Congress, First Session, in support of S. 830.
- Establishing the Blackstone River Valley National Heritage Corridor Commission, to authorize the commission to take immediate action in furtherance of its purposes and to increase the authorization of appropriations for the commission.
- June 5, 1990 Hearing before the Subcommittee on National Parks and Public Lands, Committee on Interior and Insular Affairs, United States House of Representatives, One Hundred First Congress, Second Session, in support of H.R. 2127 and S. 830 bills to amend Public Law 99-647, establishing the Blackstone River Valley National Heritage corridor, to authorize the commission to take immediate action in furtherance of its purposes and to increase the authorization of appropriations for the commission.

Additional
Matters:

1. If there is any additional information which you believe may be pertinent to the Members of the Committee in reaching their decisions, you may include that here.

Attached is a list of legislation sponsored or co-sponsored by me which was enacted into law, and is relevant to my record in the field of emergency management. (Attachment 7A)

2. Do you agree to appear before all Congressional Committees which seek your testimony?

Yes

3. Having completed this form, are there any additional questions which you believe the Committee should ask of future nominees?

NO

AFFIDAVIT

Richard T. Moore ss, being duly sworn, hereby states that he/she has read and signed the foregoing Statement for Completion by Presidential Nominees including the Financial Statement and that the information provided therein is, to the best of his/her knowledge and belief, current, accurate, and complete.

Richard T. Moore

Richard T. Moore

Subscribed and sworn before me this 27th day of January, 1994.

Francene R. Gill
Notary Public

Francene R. Gill
Notary Public, District of Columbia
My Commission Expires March 14, 1995

Attachment 7A

Relevant Legislation Sponsored or Co-Sponsored by Richard Moore which was enacted into law during his state legislative career pertaining to emergency management:

- 1993 legislation to promote awareness of emergency management and to honor those who serve in the emergency management profession.
- 1991 legislation to strengthen code requirements for manufactured homes.

 also legislation to reorganize the Massachusetts National Guard and to provide free tuition for National Guard Members in state colleges and universities.
- 1989 legislation to extend requirements for the installation of automatic sprinkler systems in buildings.
- 1987 legislation appropriating funds for cities and towns for emergency assistance for damage caused by the winter storm of January 2, 1987.
- 1986 legislation regarding the removal containment or encapsulation of asbestos.
- 1985 legislation to preserve open space through reduction of property taxes on agricultural land.
- 1982 legislation to reduce taxes on forest lands to preserve open space.
- 1981 legislation to establish an advisory commission on local government - a state version of the federal Advisory Commission on Intergovernmental Relations (ACIR).

 also legislation to preserve open space along the Blackstone River and prohibit construction in flood prone land.

Response For Questions From Senator Barbara Boxer
Directed To Richard T. Moore, Nominee For Associate Director,
Federal Emergency Management Agency

Question

How soon do you expect this office to make strong recommendations on hazard mitigation, particularly as those recommendations affect building standards? Can you offer any such recommendations at this point? Finally, how strong a role do you believe FEMA should play in the states' development of hazard mitigation standards?

Mr. Moore

Over the next year FEMA's Mitigation Directorate will be developing a comprehensive national mitigation strategy that will provide a national framework for a cooperative effort between the federal government, state and local government, and private sector organizations. This strategy, which will build on existing programs and initiatives, will be developed with input from both the public and private sector.

An important element of this national strategy is in the area of building standards and building code administration by state and local communities. Working with the building community which includes both the national model code organizations and insurance industry, FEMA will be providing a broad spectrum of assistance which will include greater opportunities for training and education for local building officials. Encouraging states and local communities to make building code administration and compliance a priority is both a public and private industry initiative. Increasing the capability and expertise of communities nationwide to effectively administer building codes and working with the building industry in the development of sound and acceptable multi-hazard building standards are the cornerstones of this national effort. Creating and implementing the strategy will need strong participation by state and local government.

As you know, President Clinton and Director Witt have made mitigation a cornerstone of the federal multi-hazard emergency management system. Congress has shown considerable interest and support for the concept that a basic mission of FEMA must be to reduce damage cost in both human and economic terms instead of simply cleaning up after a disaster occurs.

Looking for opportunities for aggressive mitigation following the recent Los Angeles (Northridge) Earthquake, FEMA designated a Deputy Federal Coordinating Officer for Mitigation to coordinate the development of a comprehensive mitigation effort. This is the first time this has been done in the history of federal disaster response activities. Several members of FEMA's Mitigation Directorate are on the scene developing a coordinated strategy along with other federal agencies and with state and local governments.

Statement to the United States Senate
Committee on Environment and Public Works

by

Jesse L. White, Jr.
Nominee for Federal Co-Chairman
Appalachian Regional Commission

February 4, 1994

It is an honor to be nominated by the President for the position of Federal Co-Chairman of the Appalachian Regional Commission (ARC). Our work together in the 1980s on issues of regional economic development will remain a career highlight to me and is, I feel, the basis of his trust and confidence in me to head this important commission. And, second, I wish to thank this Committee for the work it has done for so many years for the people of Appalachia and, indeed, the nation. I am aware of your work because of my four-year association with Senator John Stennis in the late 1970s; and, I must say that it is good to be back on the "Hill." I hope that at the end of our discussion you will find me worthy of this high federal office.

The goal of the ARC has always held special meaning for me, in part, because of its noble mission of promoting development and reducing poverty in one of this nation's poorest areas. Having been born and raised in our poorest state--Mississippi--I have seen the ravages of under development on the lives of thousands of fellow Americans. I have also come to believe that in many of these areas the fiscal capacity of state and local government is so limited that targeted federal assistance--pursuant to the national interest in promoting social and economic development--is absolutely essential.

For the past thirteen years I have worked in regional economic development. From 1982 - 1990 I was privileged to head the Southern Growth Policies Board (SGPB), working with a board of fourteen governors, legislators, and citizen members on a broad range of issues. During the time as its Executive Director, we built the Board into one of the most respected public policy groups in the nation on issues of economic development. We were quoted often in the regional and national media. Upon my leaving the Board, some went so far as to suggest that our work had changed the course of the region's history. While recognizing the hyperbole, we did have the good feeling that our work had, in fact, made a difference.

For eighteen months during 1985 - 86, then Governor Bill Clinton was the Chairman of SGPB; and, it was during his term that we convened the third Commission on the Future of the South. Its final report, *Halfway Home and a Long Way to Go*, has been acclaimed as one of the most influential policy documents in the region's history. Resigning my position in January of 1990, I went to Harvard University for a semester as a Fellow of the Institute of Politics, where I taught a study group in Southern politics and made a number of speeches, including the keynote address to the Harvard Model Congress.

For the past four years I have been a self-employed consultant in the area of economic development. This has been a broad practice including clients from the non-profit, university, corporate, and government sector. In addition to delivering forty speeches and lectures, I organized two complete conferences--one for AT&T on telecommunications and economic development and one for a consortium of ARC counties in north Alabama who were launching a development forum. Consulting projects have included helping to write the strategic plan for the Governors Development Council of Georgia, helping develop the strategic plan for economic development in Kentucky, writing an evaluation of the Tennessee Technology Foundation, helping conceptualize a chair and center for economic development at Delta State University in Mississippi, writing a strategy paper for Charlotte, and working with the Pew Charitable Trusts in developing a major initiative in the three-state Delta regions of Louisiana, Arkansas, and Mississippi. My single largest project was to manage the 1992 Commission on the Future of the South for the Southern Growth Policies Board. Its final report, *Measure by Measure*, is based on the "third wave" approach to economic development and is beginning to have a major impact on policy in much the same way as did *Halfway Home*.

Prior to my work in economic development, I served on the staff of Senator John C. Stennis here in Washington, was Director of the Office for Policy Development for Post-Secondary Education during the Carter administration, and served four years as Secretary of the Mississippi Senate. As a younger man, I was involved in electoral politics, managing the successful campaigns of Senator Stennis in 1976 and Mississippi Governor William Winter in 1979.

So, as you can see, my entire working life has been devoted to politics, government, and public policy. It remains the central passion of my professional life.

The views I will bring to the ARC on economic development are well known through my work at SGPB and in my writings and speeches. I feel that our states and communities must focus on capacity building from within, rather than putting all of their eggs in the industrial recruitment basket. Put another way, I feel that we must strike a balance between growth and development strategies; so I think it important to share with you my understanding of the difference between economic growth and economic development. Economic growth deals with increases in economic activity in the short run, while economic development measures the creation of long-term capacity for self-sustaining growth in the long run. Some examples might help clarify the distinction:

- o an increase in the simple number of jobs would be growth, while an increase in long-term real income and, more important, wealth would be development;
- o a job training program for specific jobs would be growth; while education and training programs which equip workers with lifelong basic skills and "learning to learn" skills would be development:

- o recruiting an engineering firm into your community would be growth; increasing the capacity of the local college's engineering school and industrial outreach to local business would be development;
- o helping one or several firms enter an export market would be growth; having all of your students graduate with a meaningful understanding of world history, foreign languages, and global economics would be development.

Growth measures short term indicators; development measures the creation of long-term capacity with the system. And both are essential in Appalachia today, because people need jobs and income in the short term while capacity is being built in the long run. But one cannot be ignored at the expense of the other; and, all too often--especially in the history of the South--we have concentrated on simple job growth and ignored the harder long term challenges of development. In fact, our history can, I think, be characterized as frequent successes in growth...and too many failures of development.

When we began to understand this distinction in our Southern states, it lead to some important policy changes. One was the way in which we viewed education and its relationship to economic growth. In a word, they became almost synonyms. And, second it caused us to reexamine our old economic model of industrial recruitment.

The old model was pioneered and perfected in the South from the 1930s through the 1970s and was, as mentioned at the outset, the model of industrial recruitment. We had brought badly needed jobs to our people by organizing state and local efforts to recruit the branch plants of corporations domiciled outside our states. We lured these plants by mastering the essentials of a good business climate essential to these industries, mainly a stable work force and low costs in mass production. We became so successful in this strategy and so enamored of it that industrial recruitment became the very definition of economic development. And, recently, the "buffalo hunt", as many of us call this strategy, has gone global as we now also seek industrial locations from Europe and Asia.

While this policy was successful in industrializing many rural and small town communities, there was a long term price to pay; and, that price was becoming painfully evident in the 1980s. An economic revolution was wrought by the overnight globalization of the economy. Exponential advances in communications and transportation technology meant that sometime in the 1970s the production process itself became globalized, and when that happened, the earth plates of economic life shifted beneath us.

An industrial strategy which had been based purely on cost and advantages in manufacturing became a bottomless pit when we began to face Third World wages and costs. These global labor markets, combined with rapidly increasingly factory automation, began a long period of stagnation or decline for rural and small town areas as we lost tens of thousands of labor intensive manufacturing jobs during the 1980s.

The new economy was characterized by profound global competition, the dizzying influence of technology, unsettling and constant changes in corporate structure and labor relations, and a new relationship of business to the public sector. The education and skill of labor replaced the simple cost of labor as paramount; the proximity of corporations to research universities and communications centers became critical; international airports became a part of the new infrastructure for growth; and global knowledge and sophistication began to determine winners and losers.

We gradually awoke to discover the weaknesses in our old model of growth and led us to embrace a new model of development for the 21st Century. The new model is more internal in nature and asks a fundamentally different question: not how do we recruit the branch plants of the world's major corporations, but how do we sow the seeds which will empower our people to grow the major corporations of the 21st Century.

Under the new model of development, it becomes crucial to provide the infrastructure and education which will enable our people to develop their own businesses in all industrial sectors...from manufacturing to business services to high tech to tourism to retirement communities. For too long, in the words of one member of the 1986 Commission on the Future of the South, "we thought we could face North, chant Sunbelt three times, and the industry would come rolling down." The new reality argued for a redirection of our thinking away from the "manna from heaven" syndrome--whether it be branch plants of federal programs--and look to building our strengths from within. A home grown company will, in the long run provide a sounder economic base for our communities, have more inclination to reinvest in the area, and have greater staying power.

The new model calls for a drastic improvement in our education system, programs to attack adult functional illiteracy, international education, venture and risk capital programs, systems of technology transfer, entrepreneurial training, leadership development, rational systems of higher education, international trade promotion, new infrastructure of telecommunications and international airports, and attention to quality of life. It also calls on us to plan strategically at the local and state level and to think and act regionally.

You might ask, "what is the role of industrial recruitment in the new model?" The answer is that recruitment still has a place, but it becomes one policy among many and must not be based on "cheapness." We should focus on upper-end recruitment which includes research and development centers, headquarters, and high-skilled, high-value-added manufacturing. In fact, the same attributes of a vibrant entrepreneurial economy will be attractive to the type of companies you desire to locate in our communities.

I think that many of these general problems remain in much of Appalachia; however, I also know that there are special "mountain" nuances to them. I will be anxious to learn the special problems and promises in Appalachia as I get to know the region better. I do think that once the basic "pre-development" work is done (such as water, roads, and other basic infrastructure), we must focus on those elements of a vibrant entrepreneurial economy which I outlined above.

One of the special strengths of the ARC and one which moved me to respond affirmatively to President Clinton's call to service is the unique federal-state partnership involved. Having worked both at the federal level and with governors, I understand and am fully committed to the partnership. It has always been one of the unique promises of the ARC, and, if functioning properly, can be its enduring strength on behalf of the people of that region.

For the past six years or so--long before he became President--I have ended my speeches with a quote from Bill Clinton, which he gave as Chairman of the Southern Growth Policies Board in 1986 as he launched the Commission on the Future of the South in its year of hard work. To me it summarizes what development is all about and reminds me why I chose to labor in this particular vineyard. I would like to quote it for the Committee this morning:

And, finally, let me say that we should never forget why we are doing this. In Hot Springs, Arkansas, twenty-three years ago, as a boy of seventeen, I saw Dr. Martin Luther King, Jr., make his "I have a Dream" speech on television. I will never forget one thing he said that now means more to me than anything else. He said that he hoped one day his four little children would be judged not by the color of their skin but by the content of their character. I would like to see the people who live in my state and in my region be judged by the content of their character, but it will never happen until every child, by dint of his or her effort, can get a decent education and a decent, nationally competitive set of economic opportunities.

This, it seems to me, should be the goal of all our development efforts. If you see fit to confirm me to the Federal Co-Chairmanship of the ARC, it will be my guiding principle.

Thank you.

THAD COCHRAN
MISSISSIPPI

United States Senate
WASHINGTON, DC 20510-2402

COMMITTEE ON
AGRICULTURE, NUTRITION,
AND FORESTRY
COMMITTEE ON
APPROPRIATIONS
COMMITTEE ON
GOVERNMENTAL AFFAIRS
COMMITTEE ON
RULES AND
ADMINISTRATION
SELECT COMMITTEE ON
INDIAN AFFAIRS

February 3, 1994

The Honorable Max Baucus
Chairman
Committee on Environment and Public Works
United States Senate
Washington, D.C. 20510

Dear Max:

I am writing to recommend my friend, Dr. Jesse White, for the position of Federal Co-Chairman of the Appalachian Regional Commission.

Dr. White is a native Mississippian whom I have known most of his life. He is a summa cum laude graduate of the University of Mississippi, has an M.A. from the University of Sussex in England and has a doctorate from the Massachusetts Institute of Technology. He is an expert in the field of economic development. His lectures and writings on this subject are highly regarded. He served with great distinction as the director of the Southern Growth Policies Board. His abilities and experiences equip him to be an excellent Federal Co-Chairman.

Dr. White is one of the finest people Mississippi has ever produced, and I recommend him without any reservation whatsoever. I just wish he were a Republican.

Sincerely,



THAD COCHRAN
United States Senator

TC/hf

cc: The Honorable John Chafee

Statement of Rep. David E. Price
Senate Committee on Environment and Public Works
February 4, 1994

I am pleased to endorse with great enthusiasm Dr. Jesse L. White, Jr., the President's nominee for chairman of the Appalachian Regional Commission. Dr. White is a Mississippian by birth and retains strong ties there, but we also are pleased to claim him as a North Carolinian. He has lived and worked in our state for 12 years, and I am proud to call him my constituent.

Jesse White received his B.A. in history and political science from the University of Mississippi and later was on the political science faculty at the university. He also holds a masters degree in international relations from the University of Sussex in Brighton, England and a Ph.D. in political science from the Massachusetts Institute of Technology.

In addition to his academic background, Dr. White has significant political experience at both the state and federal levels. While in Mississippi he served as Secretary of the Mississippi State Senate for a four year term. At the federal level, he served as the chief policy planner for higher education in the U.S. Department of Education during the Carter Administration and was a special assistant to Senator John Stennis of Mississippi.

Perhaps most impressive is Dr. White's experience as a consultant in the fields of economic development, public policy, and strategic planning. Throughout most of the 1980s, he served as Executive Director of the Southern Growth Policies Board (SPGB), an economic development think-tank serving the fourteen

southern governors. SGPB has been a pioneer in understanding economic trends and developing policies to foster healthy development, much of this due to Dr. White's leadership. In this capacity, he has become well-versed in the complex economic issues facing the Appalachian region, and I believe he is in a unique position to revitalize the commission and make it an engine of economic opportunity for the people of this thirteen-state area.

Jesse White is an excellent nominee for the ARC chairmanship. I strongly support his appointment and urge the committee to approve this distinguished nomination.

UNITED STATES SENATE
COMMITTEE ON ENVIRONMENT AND PUBLIC WORKS
STATEMENT FOR COMPLETION BY PRESIDENTIAL NOMINEES

Name: White, Jr. Jesse Lamar
(Last) (First) (Middle)

Position to which nominated: Federal Co-Chairman, Appalachian Regional Commission Date of Nomination: November 24, 1993

Date of birth: July 12, 1944 Place of birth: Jackson (Hinds County), Mississippi
(Day) (Month) (Year)

Marital status: Divorced Full name of spouse: _____

Name and ages of children: None _____

Education:	Institution	Dates attended	Degrees received	Dates of degrees
	University of Mississippi	1962-66	B.A.	1966
	University of Sussex	1966-68	M.A.	1968
	Massachusetts Institute of Technology	1970-72	Ph.D.	1979
	_____	_____	_____	_____
	_____	_____	_____	_____

Employment record: List all positions held since college, including the title and description of job, name of employer, location, and dates. If you were terminated involuntarily from any position(s), please note the circumstances.

- (1) 1972-1976, Secretary of the Senate, Jackson, Mississippi
- (2) 1976, Campaign Manager, Senator John C. Stennis, Jackson, Mississippi
Campaign Coordinator (Mississippi), Carter-Mondale Campaign, Jackson, Ms.
- (3) 1977-1980, Special Assistant, Senator John C. Stennis, Washington, D.C.
- (4) 1979, Campaign Director, William Winter for Governor, Jackson, Mississippi

Employment record—Continued

- (5) 1980-1981, Director, Office of Policy Development, Office of Post-Secondary Education, U.S. Department of Education, Washington, D.C.
- (6) 1982-1990, Executive Director, Southern Growth Policies Board, Research Triangle Park, N.C.
- (7) 1990, Fellow, Institute of Politics, Harvard University, Cambridge, Massachusetts
- (8) 1990- present, self-employed consultant in economic development policy, Chapel Hill, N.C. (Jesse L. White, Jr. Consulting Services)
- _____
- _____
- _____
- _____
- _____

Honors and awards:

List significant scholarships, fellowships, honorary degrees, military medals, honorary society memberships, and any other special recognitions for outstanding service or achievement.

Marshall Scholar to United Kingdom (1966-68)

International Business Fellow, Georgia World Congress Institute (1983)

Fellow, Institute of Politics, Harvard University (1990)

Memberships:

List significant memberships and offices held in professional, fraternal, business, scholarly, civic, charitable and other organizations.

Organization	Office held (if any)	Dates
Mississippi Political Science Assn.	President	c. 1974
Christian Church (Disciples of Christ)	Board of Overseas Ministries	1974-1980
M. I. T. Political Science Department	Visiting Committee	1988 - present
Homeowners Association	President	1988 - present
North Carolina Poverty Project	Government Sector	1991 - present
North Carolina Pride PAC	Chairman	1992 - 1993

Qualifications:

State fully your qualifications to serve in the position to which you have been named. I have had thirteen years of experience working in regional economic development and am regarded as a national expert, quoted often in national and regional media. I led the Southern Growth Policies Board into a position of national prominence as an economic development "think tank" for southern states. For eight years as Executive Director, I worked with the governors of fourteen states, an experience which will be an asset at the ARC which is a federal-state partnership. I have continued this work with a wide range of public and private sector clients for over three years as a consultant. Major recent clients have included the Governors Development Council of Georgia, the state of Kentucky, the 1992 Commission on the Future of the South, A. T. & T., South Central Bell, etc.

Future employment relationships:

1. Indicate whether you will sever all connections with your present employer, business firm, association or organization if you are confirmed by the Senate.

Yes

2. As far as can be foreseen, state whether you have any plans after completing government service to resume employment, affiliation or practice with your current or any previous employer, business firm, association or organization.

I might resume my work as a public policy consultant.

3. Has anybody made a commitment to you for a job after you leave government?

No

4. (a) If you have been appointed for a fixed term, do you expect to serve the full term?

Not Applicable

(b) If you have been appointed for an indefinite term, do you have any known limitations on your willingness or ability to serve for the foreseeable future?

No

(c) If you have previously held any Schedule C or other appointive position in the Executive branch, irrespective of whether the position required Congressional confirmation, please state the circumstances of your departure and its timing.

Director, Office of Policy Development for Post-Secondary Education,

U.S. Department of Education--left after election and change of administrati

Financial
Statement:

1. Attach a copy of your Executive Personnel Financial Disclosure Report (SF 278).
2. List sources, amounts and dates of all anticipated receipts from deferred income arrangements, stock options, uncompleted contracts and other future benefits which you expect to derive from previous business relationships, professional services and firm memberships or from former employers, clients, and customers. Amounts should be indicated by the categories established for reporting income on Form SF 278, Schedule A.

1. Final payments for work already completed on contract with Arthur

D. Little, Inc., for Kentucky Cabinet of Economic Development

Category: \$2501 - \$5000

2. Options on 1000 shares of common stock in Chromos Imaging, Inc., upon resignation as a Director. Category: \$15,001 - \$50,000

3. Are any assets pledged? (Add schedule).

No

4. Are you currently a party to any legal action?

~~Yes--plaintiff in negligence suit over damage to fine photographs~~
by framing company in Wilmington, N.C.

5. Have you filed a Federal income tax return for each of the last 10 years? If not, please explain the circumstances.

Yes

6. Has the Internal Revenue Service ever audited your Federal tax return? If so, what resulted from the audit?

No

Potential conflicts of interest: 1. Describe any financial or deferred compensation agreements or other continuing dealings with business associates, clients or customers who will be affected by policies which you will influence in the position to which you have been nominated.

None

2. List any investments, obligations, liabilities, or other relationships which might involve potential conflicts of interest, or the appearance of conflicts of interest, with the position to which you have been nominated.

(See letter from ARC ethics officer)

3. Describe any business relationship, dealing or financial transaction (other than taxpaying) which you have had during the last 10 years with the Federal Government, whether for yourself or relatives, on behalf of a client, or acting as an agent, that might in any way constitute or result in a possible conflict of interest, or an appearance of conflict of interest, with the position to which you have been nominated.

(See letter from ARC ethics officer)

4. Explain how you will resolve any potential conflict of interest, or appearance of a conflict of interest, that may be disclosed by your responses to the above items.

(See letter from ARC ethics officer)

5. Explain how you will comply with conflict of interest laws and regulations applicable to the position for which you have been nominated. Attach a statement from the appropriate agency official indicating what those laws and regulations are and how you will comply with them. For this purpose, you may utilize a statement by the relevant agency Ethics Officer.

(See letter from ARC ethics officer)

Political affiliation and activities: List all memberships and offices held in, or financial contributions (in excess of \$1,000), and services rendered to any political party or election committee during the last 10 years.

North Carolina Steering Committee, Clinton-Gore Campaign, 1992

Published writings

List the titles, publishers and dates of any books, articles, or reports you have written. (Please list first any publications and/or speeches that involve environmental or related matters.)

1985--Article on Sunbelt economy, Christian Science Monitor

1985 (July). "Sunshine, Shade Both Prevail in Deep South States," Alabama Municipal Journal

1988 (Fall). "The Future of Economic Development in the South", Carolina Planning Journal

1989 (Jan.-Feb.). "Urban-Rural Cooperation in the 1980s" National Civic Review

1989 (Nov.-Dec.). "The Future Is A Long Way From Home," TVPPA News

1990. Report for Economic Development Department of City of Charlotte, reprinted in Charlotte Observer

1990 (November) "Taking Stock After a Hard Fight," Raleigh News and Observer

Additional
Matters:

1. If there is any additional information which you believe may be pertinent to the Members of the Committee in reaching their decisions, you may include that here.

No

2. Do you agree to appear before all Congressional Committees which seek your testimony?

Yes

3. Having completed this form, are there any additional questions which you believe the Committee should ask of future nominees?

No

AFFIDAVIT

Jesse L. White Jr. ss, being duly sworn, hereby states that he/she has read and signed the foregoing Statement for Completion by Presidential Nominees including the Financial Statement and that the information provided therein is, to the best of his/her knowledge and belief, current, accurate, and complete.

Subscribed and sworn before me this 28th day of January, 1994.

Kendall B. Burkman

Notary Public
NOTARY PUBLIC
DISTRICT OF COLUMBIA

MY COMMISSION EXPIRES APRIL 14, 1994

**Response to Questions from Senator Smith
from
Jesse L. White, Jr.**

- (1) Do you feel that some of functions of the Appalachian Regional Commission (ARC) could be more efficiently carried out by other government agencies? If so, which ones?

1. I will need to be on the job a while before I can fully answer this question. One example which comes to mind is the ARC highway program. When Congress adopts the National Highway System, and if that system contains a substantial portion of the Appalachian Development Highway System, we could certainly explore the possibility of placing the Commission's highway program with the Department of Transportation, with appropriate Commission

oversights. (The Commissions highway system is already more than 70% complete.)

- (2) The National Performance Review recommended the following:

"Reinvent Federal Economic and Regional Development Efforts
- Improve coordination of federal economic development efforts with the goals of eliminating duplication and better directing federal resources to improve business conditions."

What specific steps would you take to ensure that the Vice President's recommendations become reality at the ARC?

2. I look forward to becoming an active participant in the Federal Coordinating Council for Economic Development, and I will look for opportunities to eliminate duplication and promote the efficient use of federal resources. The ARC already contracts with other federal agencies—like EDA, FmHA, EPA, etc.—for the delivery of some of its programs, which is one reason the entire ARC staff is only about 50 people.

- (3) The Appropriations Committee report accompanying the FY '94 budget for the ARC stated the following:

"It is for the long-term benefit of the region and the Nation that the Committee continues to support the Appalachian Regional Commission until economic parity with the rest of Nation can be achieved."

Do you agree with the Committee statement?

3. For the most part, I do agree with that statement. As I indicated in my testimony before this Committee last Friday, the focus of the ARC program should be the development of a long-term capacity for self-sustaining regional growth that contributes to the nation's economy.

- (4) If so, what measures would you use to define "economic parity"?

4. When the per capita income figures, unemployment rates combined with labor participation rates, and educational levels approximate the national averages for a specified period of time. It should be kept in mind, however, that a regional ARC average can mask huge disparities within ARC--i.e., certain counties or groups of counties which continue to be far below national norms.

- (5) If not, why not?

5. N/A

- (6) Would you recommend that the Commission be eliminated once "economic parity" is achieved?

6. Only if parity were understood as I described it in #4 and if some program response were retained or newly crafted for those remaining pockets of distress and under development. Hopefully, the ARC model--a federal-state partnership of targeted assistance to distressed counties--could, then, become the basis of a national system which seeks to redress ■ severe geographic disparities.

- (7) Several of the States that constitute the Appalachia are not commonly considered economically depressed, and in fact are more wealthy than other states that do not participate in the ARC. What is your opinion regarding this fundamental inequity?

7. The Commission has attempted to respond by creating three classes of counties: "distressed", "economically competitive," and all others. The distressed counties may receive up to 80% of project funding from ARC. The economically competitive counties may receive only 30%, and all others receive 50%. Further internal policies could be considered by the Commission. However, regarding the elimination of prosperous counties or the addition of other distressed counties, it should be noted that only Congress can initiate any changes in the boundaries of ARC. Under statute, the Commission is prohibited from doing so. A point of historical perspective is that more prosperous urban economies were included in the original legislation because they served as "growth centers" to surrounding distressed areas. It may well be that now these areas do not need ARC support to ensure their cooperation in regional strategies, but I do recognize the rationale for their inclusion in the program in the 1960s.

- (8) The ARC has lacked specific Congressional authorization since 1982. Would you, as Federal Co-Chairman of the Commission, encourage the Committee to reauthorize the Commission? Would you work with the Committee to craft authorizing legislation?

8. I would support reauthorization and would be happy to work with the Committee toward that end.

- (9) Since the Commission was created in 1965, what, in your opinion, has been its most significant accomplishments?

9. The ARC opened the way for people and their institutions to participate in the process of national economic development. The Appalachian highways opened corridors for growth and helped eliminate much of the historical isolation of the region. The development of physical infrastructure such as water and sewer systems enabled many areas to recruit and develop industry. The Commission's pioneering efforts in rural health from 1965 to 1985 stand as a major achievement by any standard. And, perhaps most important, the development of over 700 facilities for technical and vocational training improved the educational and employment prospects for hundreds of thousands of young people.

- (10) How would you define the mission of the ARC as we approach the 21st century?

10. The mission of ARC should be to continue to target special federal assistance to under-developed counties within the framework of the federal-state partnership which now exists.

- (11) What are your top three objectives for the ARC, and what specific steps would you take to achieve them?

11. (a) To upgrade the human resource base in Appalachian counties by directing more ARC funding toward education, training, health, and human services. (b) To create more vibrant entrepreneurial economies within ARC by supporting programs such as entrepreneurial training in the public schools, venture and risk capital pools, technical assistance to entrepreneurs, etc. (c) To strengthen the existing industry base by working with the two year and four year colleges to foster technology transfer, create business networks, and provide technical assistance.

- (12) Your resume indicates that you have been quoted often in the *New York Times* and *Wall Street Journal*. Please provide me with a sample of articles from those two newspapers that contain your quotes.

12. See attached

[NOTE: Articles from the New York Times of December 9, 1984, August 1, 1989, and February 5, 1989 have been retained in committee files.

- (13) Please describe your work on behalf of A.T. & T.

13. I undertook two projects for A.T. & T. In 1990 I moderated several panels and facilitated a discussion on public policy issues for the state government affairs personnel of A.T. & T. at their headquarters in Baskin Ridge, N. J. In 1991 I organized a conference for A.T. & T. on telecommunications and economic development in North Carolina. Co-sponsors included the University of North Carolina at Wilmington, the North Carolina Department of Commerce, and the North Carolina Telephone Association.

(14) Please describe your work on behalf of the Tennessee Technology Foundation.

14. In 1991 I undertook an evaluation of the Tennessee Technology Foundation, a 501-C-3 agency of the state of Tennessee devoted to the commercialization of technology. Based on extensive review of documents and personal interviews, I defined the major issues facing the organization and made recommendations as to its future mission, structure, and funding.

(15) Please provide me with a copy of your Keynote Address to the Japan-Southeast United States Association.

15. I do not have a copy of this speech which was delivered about eight years ago. It was a "cut and paste" text, and, as far as I know, the notes have been lost. It was a presentation on the industrial history of the South and future challenges. It dealt, in part, with the global interdependence of the region's economy but did not address any trade issues.

(16) Have you ever hired domestic help and failed to pay Social Security taxes to the IRS? If so, please describe.

16. No. Any domestic help has been retained through contract service providers.

UNITED STATES SENATE
COMMITTEE ON ENVIRONMENT AND PUBLIC WORKS
STATEMENT FOR COMPLETION BY PRESIDENTIAL NOMINEES

Name: Witherspoon Eugene Shirer
(Last) (First) (Middle)

Position to which nominated: President and Member, Mississippi River Commission Date of Nomination: _____

Date of birth: 20 July 1939 Place of birth: Sumter, South Carolina
(Day) (Month) (Year)

Marital status: Married Full name of spouse: Georgia Keck Witherspoon

Name and ages of children: None

Education:

Institution	Dates attended	Degrees received	Dates of degrees
U.S. Military Academy	6/57 to 6/61	BS	6/61
Arizona State Univ.	6/65 to 8/66	MS	8/66
U.S. Army Command and General Staff College	8/71 to 6/72		
Naval War College	6/81 to 6/82		

Employment record:

List all positions held since college, including the title and description of job, name of employer, location, and dates. If you were terminated involuntarily from any position(s), please note the circumstances.

8/61 - 11/61	Student	US Army Engr School	Ft. Belvoir, VA
11/61 - 4/62	Student	US Army Infantry School	Ft. Benning, GA
4/62 - 8/62	Engr Equip Platoon Ldr	3rd Engr Bn, H/H Co	Munich, Germany
8/62 - 12/62	Asst S-3	3rd Engr Bn, H/H Co	Munich, Germany
12/62 - 4/63	Platoon Ldr	3rd Engr Bn, Co B	Munich, Germany

(continued on next page)

Employment record—Continued

4/63 - 12/63	Co Cmdr	3rd Engr Bn, H/H Co	Munich, Germany
12/63 - 2/64	Equip Pl Ldr	3rd Engr Bn, H/H Co	Munich, Germany
2/64 - 4/64	Platoon Ldr	3rd Engr Bn, Co E	Augsburg, Germany
4/64 - 1/65	Co Cmdr	3rd Engr Bn, Co A	Augsburg, Germany
1/65 - 5/65	Asst S-3	3rd Engr Bn, H/H Co	Munich, Germany
6/65 - 8/66	Student	HQ 6th US Army Arizona State Univ	Tempe, AZ
9/66 - 11/66	Asst S-3 Off	HHC, 937th Engr Gp	Vietnam
11/66 - 2/67	Co Cmdr	HHC, 937th Engr Gp	Vietnam
2/67 - 9/67	Liaison Off	HHC, 937th Engr Gp	Vietnam
9/67 - 10/67	Engr Staff Off	US Army Engr School	Ft. Belvoir, VA

(continued on separate sheet)

Honors and awards:

List significant scholarships, fellowships, honorary degrees, military medals, honorary society memberships, and any other special recognitions for outstanding service or achievement.

Legion of Merit (4 awards)

Bronze Star Medal (2 awards)

Meritorious Service Medal (3 awards)

Army Commendation Medal

Navy Commendation Medal

Memberships:

List significant memberships and offices held in professional, fraternal, business, scholarly, civic, charitable and other organizations.

Organization	Office held (if any)	Dates
Soc. of American Military Engrs	Reg. Vice Pres	11/92 to present
Soc. of American Military Engrs	Member	1970 to present
Assoc. of United States Army	Member	1986 to present
Professional Housing Mgrs Assoc	Member	1986 to present
Army Engineer Association	Member	1988 to present

Qualifications: State fully your qualifications to serve in the position to which you have been named.

I have over 32 years of uniformed service as an Army Engineer.

Through this period I have commanded at various levels from a

platoon to three Corps of Engineers Divisions. I have dealt

with the many public and private interests of the Lower

Mississippi Valley for several years during my tours with

the New Orleans and Vicksburg Districts.

Future
employment
relationships:

1. Indicate whether you will sever all connections with your present employer, business firm, association or organization if you are confirmed by the Senate.

N/A - Currently serving as Commander, Lower Mississippi Valley

Division, and plan to continue my active duty as an officer in the U. S. Army.

2. As far as can be foreseen, state whether you have any plans after completing government service to resume employment, affiliation or practice with your current or any previous employer, business firm, association or organization.

No plans.

3. Has anybody made a commitment to you for a job after you leave government?

No.

4. (a) If you have been appointed for a fixed term, do you expect to serve the full term?

N/A - Not a fixed term.

(b) If you have been appointed for an indefinite term, do you have any known limitations on your willingness or ability to serve for the foreseeable future?

No.

(c) If you have previously held any Schedule C or other appointive position in the Executive branch, irrespective of whether the position required Congressional confirmation, please state the circumstances of your departure and its timing.

N/A - I have not previously held such a position.

**Financial
Statement:**

1. Attach a copy of your Executive Personnel Financial Disclosure Report (SF 278).
2. List sources, amounts and dates of all anticipated receipts from deferred income arrangements, stock options, uncompleted contracts and other future benefits which you expect to derive from previous business relationships, professional services and firm memberships or from former employers, clients, and customers. Amounts should be indicated by the categories established for reporting income on Form SF 278, Schedule A.

None.

3. Are any assets pledged? (Add schedule).

No.

4. Are you currently a party to any legal action?

No.

5. Have you filed a Federal income tax return for each of the last 10 years? If not, please explain the circumstances.

Yes.

6. Has the Internal Revenue Service ever audited your Federal tax return? If so, what resulted from the audit?

No.

Potential conflicts of interest: 1. Describe any financial or deferred compensation agreements or other continuing dealings with business associates, clients or customers who will be affected by policies which you will influence in the position to which you have been nominated.

None.

2. List any investments, obligations, liabilities, or other relationships which might involve potential conflicts of interest, or the appearance of conflicts of interest, with the position to which you have been nominated.

None.

3. Describe any business relationship, dealing or financial transaction (other than taxpaying) which you have had during the last 10 years with the Federal Government, whether for yourself or relatives, on behalf of a client, or acting as an agent, that might in any way constitute or result in a possible conflict of interest, or an appearance of conflict of interest, with the position to which you have been nominated.

None.

4. Explain how you will resolve any potential conflict of interest, or appearance of a conflict of interest, that may be disclosed by your responses to the above items.

To my knowledge, no conflicts are apparent in my responses to any of the above. However, if a conflict was discovered, I would take all necessary actions, to include divestiture or disqualification, in order to resolve any such conflict.

5. Explain how you will comply with conflict of interest laws and regulations applicable to the position for which you have been nominated. Attach a statement from the appropriate agency official indicating what those laws and regulations are and how you will comply with them. For this purpose, you may utilize a statement by the relevant agency Ethics Officer.

(See attached statement regarding conflict of interest.)

Political affiliation and activities: List all memberships and offices held in, or financial contributions (in excess of \$1,000), and services rendered to any political party or election committee during the last 10 years.

None.

Published writings:

List the titles, publishers and dates of any books, articles, or reports you have written. (Please list first any publications and/or speeches that involve environmental or related matters.)

Article on military river crossing operations published in

"Military Engineer" magazine, circa 1968.

Additional
Matters:

1. If there is any additional information which you believe may be pertinent to the Members of the Committee in reaching their decisions, you may include that here.
None.

2. Do you agree to appear before all Congressional Committees which seek your testimony?

Yes.

3. Having completed this form, are there any additional questions which you believe the Committee should ask of future nominees?
No.

AFFIDAVIT

EUGENE S. WITHERSPOON

ss. being duly sworn, hereby states that he/she has read and signed the foregoing Statement for Completion by Presidential Nominees including the Financial Statement and that the information provided therein is, to the best of his/her knowledge and belief, current, accurate, and complete.

Eugene S. Witherspoon

Subscribed and sworn before me this *22nd* day of *November*, 19 *95*.

Barbara R. Adams

Notary Public

My Commission Expires February 27, 1995

EMPLOYMENT RECORD (continued)

10/67 - 7/68	Student	US Army Engr School	Ft. Belvoir, VA
7/68 - 8/70	Instructor	US Military Academy	West Point, NY
8/70 - 12/70	Constr Engr	US Army Engr Const Agcy	Vietnam
12/70 - 8/71	Group S-3 Off	HQ 35th Engr Gp (Const)	Vietnam
8/71 - 6/72	Student	US Army Command & General Staff College	Ft. Leavenworth, KS
6/72 - 7/74	Support Opns Off	USA Engr Div, S Pacific	Port Hueneme, CA
7/74 - 8/76	OC FE/BRG Wing	Austr Sch Military Engr	Liverpool, NSW, Australia
8/76 - 2/77	Student	Defense Mapping School	Ft. Belvoir, VA
2/77 - 8/78	Bn Commander	652nd Engr Bn	Ft. Shafter, HI
8/78 - 6/81	Dep Dist Engr	USA Engr Dist, Vicksburg	Vicksburg, MS
6/81 - 6/82	Student	Naval War College	Newport, RI
7/82 - 6/83	Cdr, Engr Log Cmd	USA Eng Div, Mideast	Riyadh, Saudi Arabia
6/83 - 1/84	Dep Cdr for Sprt	USA Eng Div, Mideast	Riyadh, Saudi Arabia
1/84 - 8/84	Dist Commander	USA Eng Dist, Al Batin	Al Batin, Saudi Arabia
8/84 - 9/86	Dist Commander	USA Eng Dis, New Orleans	New Orleans, LA
9/86 - 9/88	Dir of Engr & Hsg	USA Garrison Co	Ft. Bragg, NC
9/88 - 1/90	Chief of Staff	USA Engr Center	Ft. Leonard Wood, MO
1/90 - 1/91	Div Commander	USA Engr Div, MO River	Omaha, NE
1/91 - 11/92	Div Commander	USA Engr Div, Transatl	Winchester, VA
11/92 - Pres	Div Commander	USA Engr Div, Lwr MS Val	Vicksburg, MS

Questions to Brigadier General Eugene S. Witherspoon
from Senator Lauch Faircloth

Q. What is the official position of the Army Corps of Engineers regarding net loss or gain of wetlands under Corps jurisdiction?

A. The Corps regulatory program has a goal of contributing to the national goal of no overall net loss of wetlands. When evaluating permit applications the Corps strives to avoid adverse wetland impacts, offset unavoidable adverse wetland impacts, and to achieve no overall loss of wetland values and functions. Recognizing that functional replacement may not be appropriate or practicable in all cases, the Corps uses a minimum 1 for 1 acreage replacement ratio as a reasonable surrogate for no net loss of functions and values. Higher ratios may be used where there is uncertainty concerning mitigation success.

G. Edward Dickey said in a December 14, 1993 letter to Rep. Blanch Lambert, "We believe our new data indicates that the annual loss of wetlands associated with regulated activities is substantially below levels previously recorded."

Q. Why does the Corps believe this?

A. During FY 1993, the Corps for the first time began collecting data on the number of wetland acres involved in Corps permitting actions. Prior to the end of FY 93, any discussions of wetland acres affected by the program would have been based on estimates. We believe that many estimates were inaccurate, resulting in the perception that the Corps program was contributing to the majority of the wetland losses being projected by various agencies and the environmental community.

Q. What data is used by the Corps?

A. For each completed standard permit, general permit with verification required and enforcement action, each Corps district reports the following data items on a quarterly basis:

(1) The number of wetland acres to be impacted (filled, flooded, or drained) by the activity, as included in applications for standard permits, or in requests for verification under general permits. For enforcement actions, the number of wetland acres impacted by unauthorized activities or permit violations is reported.

(2) The number of wetland acres that will be impacted as a result of issued standard permits and general permit verifications.

(3) The number of wetland mitigation acres that are required as a condition of standard permits that are issued and general permit verifications. The number of wetland acres that were restored as a result of enforcement actions is reported.

Q. What activities are not regulated?

A. Any activity that does not involve a discharge of dredged or fill material into a water of the United States (wetland) is not regulated by the Corps Section 404 program.

Q. What range of acreage does "substantially" refer to?

A. We believe that most discussions would have attributed 20 to 50 per cent of estimated wetland losses to the Corps regulatory program. We believe our data indicates the level of loss attributable to the Corps regulatory program is much lower. There continue to be questions concerning the success of mitigation efforts, however we believe the use of compensation ratios greater than 1:1 minimize some of that risk.

During FY 1993, you report 13,000 acres of "impacts," and 16,000 acres of "mitigation." That means a 3,000 net acre gain in wetlands under your jurisdiction; yet, the National Wetlands Inventory claims we are losing 200,000 acres of wetland each year.

Q. Are the 200,000 acres of lost wetland outside the jurisdiction of the Army Corps?

A. The U.S. Army Corps mission does not include mapping all the wetland resources within its jurisdiction. Some of those 200,000 acres of wetlands may well be outside the Corps jurisdiction either because they are defined in a different manner, or because wetlands are lost through unregulated natural causes. Definitional differences continue to exist between what the NWI maps show to be a wetland and what the Corps would define as a jurisdictional wetland during a permitting or enforcement situation. These differences contribute to non comparability of wetland acreage data from program to program.

Q. Under whose jurisdiction are they?

A. Those "wetlands" that are not within the Corps jurisdiction may or may not be regulated by State wetlands programs, or the activities that contribute to their loss are perhaps unregulated.

Q. The Department of Agriculture reports a loss of 29,000 acres per year of agricultural wetlands from the period 1987 to 1991. If those wetlands are outside the Army Corps jurisdiction, how do you account for the remaining 170,000 acres of wetland losses according to the NWI estimates?

A. The Corps has not made an effort to quantify losses attributable to other causes.

Q. NOAA claims that we are losing 20,000 acres of coastal wetlands each year, do you support NOAA's calculations?

If so, are any of these wetlands in your jurisdiction?

A. We do not have data that would either support or refute those calculations.

The letter to Rep. Lambert said that the Army Corps of Engineers now, effectively regulates virtually all activities that result in the physical loss of wetlands."

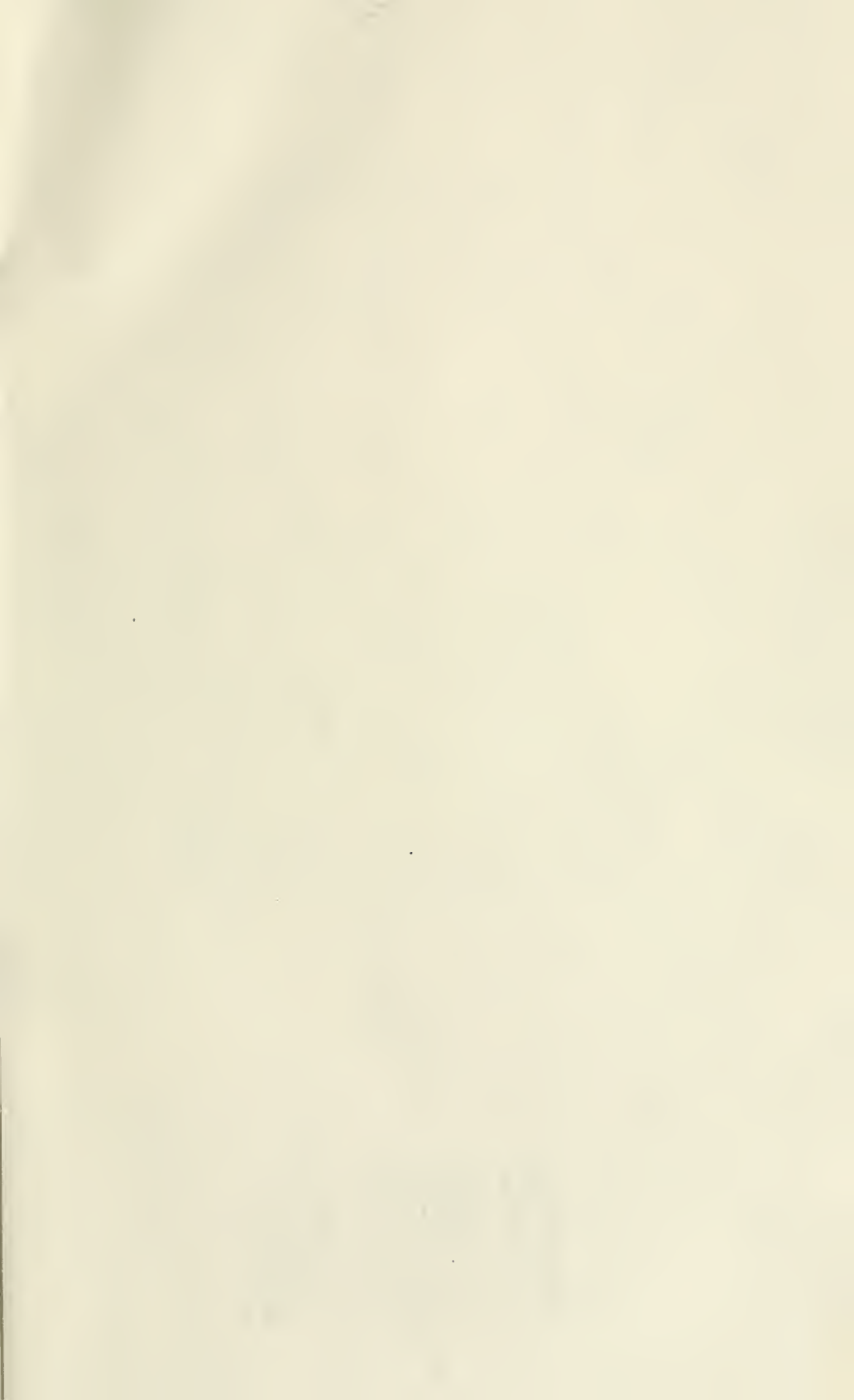
Q. Outside of agricultural wetlands, will the Army Corps produce next year a report of net loss or gain under your jurisdiction?

A. Yes.

Q. Have you been satisfied with the responsiveness of the private dredge industry? And, do you see any reason the private dredge industry should not do even more work for the Corps -- as opposed to using Federal dredges?

A. Industry has demonstrated their ability to perform dredge work previously done by the Corps when they have developed the capability. As private industry develops the capability to perform work previously done by the Corps, such work will be offered for competitive bid.





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